



**JUNE, 2016: GOVERNOR LARRY HOGAN  
LAUNCHES CUSTOMER SERVICE INITIATIVE**

***Customer Service Promise and Key Principles to Serve as Basis for  
Interactions between State Employees and Constituents***

*“Marylanders expect the best possible customer service from their state government, and that is exactly what they deserve,” said Governor Hogan.*

*“With today’s launch of a statewide Customer Service Initiative, we will ensure continued improvements across all Maryland state agencies by finally giving our state employees the leadership, the training, and the tools they need to be successful.”*

**Department of Public Safety and Correctional Services  
Customer Service FY17 Annual Report**



DPSCS Online



DPSCS Customer Experience Survey

**Department of Public Safety and Correctional Services  
Customer Service FY17 Annual Report**

**Submitted by Secretary Stephen T. Moyer**

**Contact:**

**June Smith**

**Special Assistant to Secretary Stephen T. Moyer  
and Customer Service Initiative Liaison**

**Department of Public Safety and Correctional Services**

**300 East Joppa Road, Suite 1000**

**Towson, MD 21286**

**Office: 410-339-5074 Cell: 410-371-6774**

[June.Smith@maryland.gov](mailto:June.Smith@maryland.gov)

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## FY17 Highlights

**April, 2017: “Last June, I announced the Customer Service Initiative, a program designed to foster improvements across Maryland state agencies. This week, representatives from all of our state agencies met to discuss their progress with the initiative,” said Governor Hogan.**

**“We have been tracking progress made through an online customer satisfaction survey, which has received over 6,400 responses so far this year: over 81% saying they were satisfied with the service provided to them! This is just one more way we are continuing to Change Maryland for the Better!”**

- Customer Service Experience
  - Customer Service is part of the Department of Public Safety and Correctional Services (DPSCS) mission and vision statements; the Survey is posted on our inter- and intranet sites and all of our social media platforms; and included in the signature section of all administrative and operations emails.
  - Collateral distributed includes the Customer Service Promise customized for each administrative unit with a copy for each employee; a Customer Service Pledge signed by employees at Headquarters; and a series of “Users All” messages from Secretary Moyer thanking employees for their customer service efforts, updates on our results, and an emphasis on responding to all inquiries within 24 hours.
  - An email etiquette policy and standardized letter format is now in place.
- Website
  - Created a link to Operation Hire: Careers at Public Safety with access to the Maryland State Job Bank. Added a Procurement Link identifying designated areas of commodities/services and staff for those wishing to do business with DPSCS.
  - Added “News to Know NOW” announcing new services and information.
- Customer Service Training
  - Mandatory training via the HUB for all administrative employees and “new hires.”

## Recognition Given to Employees

The DPSCS Customer Service Liaison reviews each Customer Service Survey report to determine which our employees meet the eligibility and criteria for nomination for Governor Hogan’s Customer Service Heroes Award.

Customer Service is now a component of performance reviews and supervisors and managers may recommend and submit a nomination form for employee recognition.

## Leadership Analysis of FY17 and Summary of FY18 Approach

***Maryland.Gov: The Hogan-Rutherford administration is committed to providing the best possible customer service to our citizens.***

***Our Customer Service Promise serves as the basis of all interactions between state employees and customers.***

### FY17

Our overall Customer Service performance rating for October, 2016-March, 2017 was 78.65%: slightly above average and within the range of the over 81% of the 6,400 responses received by Maryland state agencies. However, I believe that the overall performance of the employees of this Department in all that they do is much higher than “average” and that we can—and will—do better.

Across the Department, our goal is to acknowledge all email inquiries in a timely manner (within 24 hours) and to answer voice mail messages promptly (the same day or within 24 hours).

Employees are to change voice mail greetings and set up an automatic email reply when they will be out of the office that includes the name and telephone number of one of their colleagues who can assist callers and senders of messages in their absence. This is measured by Customer Survey Responses, reinforced by managers and supervisors, and addressed during staff meetings and performance evaluations.

The Customer Service Initiative requires teamwork. Each team member is unique and has a responsibility to contribute to the best of their ability and support other members of the team.

I have encouraged our team members to share their knowledge, experience, and problem solving solutions which will lead to better communication, coordination of services, mutual support, and a more positive work environment.

### FY18

In FY18, we are working to improve service to our internal customers: the coworkers with whom we interact via electronic, telephone, written, and in-person. Our coworkers depend upon us to perform our responsibilities so they can fulfill theirs.

The Customer Service Promise best describes our approach: We will be friendly and courteous; timely and responsive; accurate and consistent; accessible and convenient; and truthful and transparent. This will be accomplished via a series of internal messages from me, distribution of targeted collateral materials, and reinforced by managers and supervisors.

Additionally, we will be implementing an internal recognition program following the eligibility and criteria for the Governor’s Customer Service Heroes Award, as part of our commitment to the Customer Service Initiative.

I have the utmost respect for all that the DPSCS employees do and appreciate their dedication, commitment, and service to this Department and to the State of Maryland. Working together, we will exceed the standards for the Customer Service Initiative.

— Secretary Stephen T. Moyer

## Detailed FY17 Results and FY18 Plans

### November, 2016: Hogan Administration Announces New Phase of Statewide Customer Service Initiative

#### *Agency Customer Service Plans, Public Online Survey Provide Renewed Focus on State Employee Customer Service*

***“This initiative will ensure that Maryland citizens always come first in this administration. These new accountability tools will help our agencies and state employees improve the services they provide and continue to change Maryland for the better,” said Governor Hogan.***

### Customer Service Survey Results: January 4, 2017-April 23, 2017

Survey Question	Number of Respondents	Percentage of Very Satisfied / Somewhat Satisfied <sup>1</sup>
1. Overall, how satisfied are you with the customer service provided?	95	<b>76.3%</b>
2a. Please rate our customer service on the following attributes: Friendly and Courteous	93	<b>81.7%</b>
2b. Please rate our customer service on the following attributes: Timely and Responsive	93	<b>77.4%</b>
2c. Please rate our customer service on the following attributes: Accurate and Consistent	93	<b>78.5%</b>
2d. Please rate our customer service on the following attributes: Accessible and Convenient	93	<b>80.6%</b>
2e. Please rate our customer service on the following attributes: Truthful and Transparent	93	<b>77.4%</b>

In FY18, we are continuing to “move the needle” for a higher percentage of satisfaction and focusing on internal customer service.

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<sup>1</sup> Average: 78.65%

## Status of Customer Service Training

On May 19, 2017, we announced the Customer Service Training for State Government online training class on The Hub, to be completed by June 15, 2017. Special thanks to the Hub Administrator, Michael New, for his tireless efforts on our behalf.

This online course was developed in response to Governor Hogan's Customer Service Initiative to better equip us with the best attitude and skills to serve the people of Maryland, and each other, in the best possible way.

Messages from the Secretary and Deputy Secretaries were sent out weekly to ensure training was completed by the due date.

To date, training is yet to be completed by all of those members of the Units who deal directly with the citizens of Maryland. On September 11, 2017, Secretary Moyer launched an intense training blitz with the completion date of September 29, 2017. The Secretary has made this a priority and emphasized that non-compliance to mandatory training is not acceptable.

FY18: Customer Service training has been added to the DPSCS Orientation Process. Also, we plan to make a series of in-house videos featuring those employees who have been cited for their outstanding customer service to reinforce the need to sharpen our professional skills as we continue to work to achieve our goal and exceed the standards for this program.

## Customer Inquiry Response Times and Overall Time-to-Resolution

### Timeliness of Responding to Customer Inquiries

Upon notification and review of the posting of our Customer Service Reports on the Customer Service Portal, our Customer Service Initiative Liaison responds to each item within 24 to 48 hours during normal business hours.

As stated above, our overall FY17 Customer Service performance rating was 78.65%: slightly above average. In the areas of "Friendly and Courteous" and "Accessible and Convenient", our performance ratings were above 80%.

### Best Practices

The status of Customer Service Survey inquiries and responses are addressed at Secretary Moyer's weekly Executive Staff meetings. The Executive Staff is very supportive of our goal and assists with resolving issues in a timely manner as requested.

Collateral has been an important part of our Customer Service Initiative. We will continue to develop more flyers and posters specialized to the administrative units and to customer service in general.

Messages from the Secretary have also contributed to our success and we will continue to distribute messages related to our progress, efforts to reach our goal, and the teamwork that is tantamount to our success.

### Plans for Improvement

In FY18, our plan for improving Customer Service includes monitoring and computing the monthly Customer Service performance rankings, sharing the results with the Secretary's Executive Staff and focusing on increasing the percentages per category.

Across the Department, we will continue working to reach our goal to acknowledge all email inquiries in a timely manner (within 24 hours during normal business hours) and to answer voice mail messages promptly (the same day or within 24 hours during normal business hours).

## Improving the Customer Experience from Multiple Perspectives

### Making Agency Services Available Online

Online services are available for our external customers, the citizens of the Maryland, for whom we provide the following services:

- Victim Services and Advocacy
- Victim Notification Board
- Open Parole Hearings
- Criminal Injuries Compensation Board
- Sex Offender Registry
- Procurement

### Processing Times for Customer Transactions

Although transaction processing is not an aspect of our Department, we are committed to serving victims of crime by bridging victims' services across DPSCS supervision agencies. Overseen by the Office of Victims Services, the various victim services units within DPSCS assist crime victims at the various stages of the criminal justice process as offenders pass through State correctional facilities and parole/probation supervision. DPSCS also keeps victims informed of offender whereabouts and any changes in their supervision status.

Whether a victim of someone under DPSCS supervision, or a victim's family member, or a member of the public negatively impacted by a criminal act, every victim has a right to respect, compassion and access to the criminal justice system.

In FY18, Victim Services remains a top priority.



### Adjusting Hours to Meet Customer Demands

DPSCS has not received any requests for adjusting hours to meet customer demands. Such requests will be considered and implemented whenever possible.

### Social Media Usage to Improve the Customer Experience

Unlike many agencies, which use social media only as a marketing tool, Public Safety utilizes social media in a variety of ways. We use Twitter (3,194 followers) and Facebook (7,900 followers) to publicize programs aimed at reducing recidivism and in so doing, leverage our connections with stakeholders and partnering government organizations (America's VetDogs Program or DLLR, for example) to increase our reach.

In addition to being a marketing tool, Public Safety uses social media to help facilitate our core mission which is to "Keep Marylanders Safe" by posting photographs and information about the most wanted violators and Maryland's Comprehensive Registered Sex Offender Website.

In FY18, recruitment will be a major focus. Our goal is to link to the Human Resources Services Division for immediate response to all interested parties and perspective applicants. We also plan to do a "Follow in the Footsteps" series based on an applicant's journey from initial interest to employment with detailed information about our "Operation Hire" recruitment initiative.

### Our Commitment to Customer Service

To quote Benjamin Schneider, Affiliated Research Scientist at the University of Southern California and Professor Emeritus of Psychology at the University of Maryland, "It's almost impossible to provide good external service if your organization is not providing good internal service."

We will continue striving to exceed our goals for external service and internal service.