

Report on Customer Service

Pursuant to the requirements of Texas Government Code (TGC), Section 2114.002, the Texas Department of Information Resources (DIR) submits this report on customer service. The report is based on feedback received from external customers and information obtained from DIR's customer service performance measures.

The Legislature created DIR in 1989 to set the overall strategic direction for state agencies' use and management of information technology (IT). Since then, DIR's responsibilities have expanded significantly. Today, DIR's mission is to provide technology leadership, solutions, and value to support all levels of Texas government in fulfilling their core missions. DIR provides a range of IT and telecommunications products and services to state agencies and eligible voluntary customers, including local governments and education.

DIR products and services are offered through its business lines and program areas:

- **Data Center Services** – through the management of two consolidated data centers DIR offers upgraded technology, increased security, and economies of scale for participating agencies.
- **Communications Technology Services** – includes the TEX-AN statewide telecommunications network, the capitol complex telephone system, and the network and security operations center, which provides secure Internet access for all state agencies
- **Texas.gov** – the official website for the State of Texas allows customers to securely transact government services online
- **Technology Sourcing Office** – establishes and administers technology contracts on behalf of state agencies and other participating entities
- **Chief Information Security Office** – responsible for guiding the state's cybersecurity programs
- **Technology Planning and Policy** – sets technology policy for the state and seeks opportunities for agencies to benefit from enterprise collaboration through shared solutions

In August 2010 and 2012, the Sunset Commission surveyed DIR customers as part of the sunset review process. Each review cycle, the Sunset Commission emailed a link to an online survey to approximately 9,700 state agency, local government, and education customers. In 2012, there were 300 survey respondents, down from 1,600 respondents in the 2010 Sunset survey.

To encourage transparency, survey data collected during the sunset process are not shared with the agency. The Sunset Commission provided DIR summary results to allow the agency to improve customer satisfaction. Customers shared the following key areas for improvement:

- streamline means for customer contact to make it easier to reach the right person at DIR for assistance;
- increase focus on customers to ensure their needs are balanced with the vendor relationship;

- ensure small-to medium size agencies are supported in the same manner as large agencies;
- make the website easier to use so customers can quickly access information about programs and services; and
- customers appreciate vendor selection for a given product, to encourage better competition and negotiation.

Customer service is a top priority at DIR. The agency frequently collects feedback from customers to measure the quality of service across its business lines and programs.

Annually, since 2010, DIR executive staff have met with the executive director or commissioner of each Data Center Services customer agency. Unlike traditional customer feedback forums offered to customers, these one-on-one sessions provide DIR customers the opportunity to have in-depth conversations and to provide detailed feedback and resolve concerns. These face-to-face meetings allow DIR staff to understand the customer experience across all DIR programs and seek opportunities to improve DIR’s technology services and support.

The TEX-AN and Data Center Services programs continually solicit formal feedback through customer surveys. DIR also solicits direct feedback on the effectiveness of Texas.gov online services. Online surveys collect customer experience data from Texas.gov customers who renew their vehicle registration or purchase commissary items for offenders’ incarcerated in a Texas Department of Criminal Justice facility.

DIR’s Technology Sourcing Office requests specific feedback from customers about their need for products and services as part of the Request for Offer planning process. DIR also surveys customers about their programs and practices to ensure enterprise policy and planning initiatives align with state agencies’ business goals.

The results of the 2014 Report on Customer Service will help DIR management develop customer service strategies for the next biennium. In addition, it will guide the agenda for the agency’s governance and advisory committees.

INVENTORY OF EXTERNAL CUSTOMERS BY STRATEGY

Presented below is an inventory of DIR’s external customers served by each strategy listed in the FY 2014–15 General Appropriations Act (GAA), with a brief description of the types of services provided to each customer group.

Customer Groups	Services Provided	GAA Strategy
State leadership, state agencies, local government, education (higher education and K–12)	Produce the biennial State Strategic Plan for Information Resources Management and related performance reports and analyses; issue statewide technology-related recommendations; provide a technology trends and management practices education forum for state agency personnel, including information resources managers (IRMs); and conduct interagency and intergovernmental workgroups.	A.1.1 Statewide Planning
State agencies, local government, education	Develop rules and guidelines that establish statewide technology standards and best practices for agencies to manage and align their technology with their business environments and to guide effective project delivery.	A.1.2 Rule/Guideline Development

Customer Groups	Services Provided	GAA Strategy
State agencies, local government, education	Develop statewide security standards for information resource assets and support the state’s homeland security efforts through technical analysis, training, and awareness efforts; and proactive prevention, threat reduction, and response to information resources security threats.	A.1.3 Statewide Security
State agencies, local government, education	Manage a procurement infrastructure for IT commodities and services that maximizes the state’s volume buying power and enhances the quality of purchases by negotiating, managing, and monitoring information and communications technology contracts.	B.1.1 Contract Administration
State agencies, local government, education	Implement, monitor, and maintain consolidated data center services.	B.2.1 Data Center Services
State agencies, local government, education, citizens	Manage Texas.gov, the State of Texas electronic government portal.	B.2.2 Texas.Gov
State agencies, local government, education	Implement and maintain shared IT services, comprising either voluntary services as an option to agencies or services provided through a Technology Center.	B.3.1. Cybersecurity
State government	Maintain and increase the capabilities of the capitol complex telephone system (CCTS).	C.1.1 Capitol Complex Telephone System
State agencies, local government, education	Maintain statewide network services and provide a shared infrastructure to support converged Internet protocol (IP) communications services.	C.2.1 Telecom Network Services
State agencies, local government, education	Provide converged network security service, including telecommunications networks, that encompass network assessments and monitoring, as a proactive means to identify and remediate vulnerabilities and external network threats for participants of the state’s network and security operations center and security services for other eligible entities.	C.2.2 Network & Telecom Security Services

METHODOLOGY

To capture feedback from external customers, DIR continually surveys customers on a range of topics related to programs and services. Commonly, DIR staff design and administer the surveys using software and tools (i.e., Survey Monkey) to elicit feedback from state agencies, local governments, higher education institutions, public school districts, and other direct consumers of the agency’s products, services, and training. Survey objectives focused on the key elements of customer service specified in TGC 2114.02, including service delivery, communications, access to information, and the handling of complaints.

DATA CENTER SERVICES

DCS PROGRAM ANNUAL SURVEY

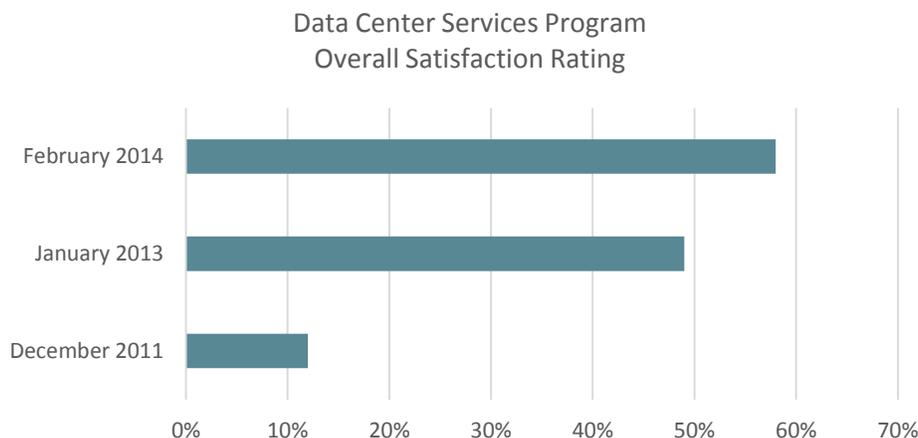
The Data Center Services (DCS) program measured customer satisfaction in 2014 by surveying both business executive staff and IT staff. Customers from agencies participating in the DCS program were invited to participate in the survey via email. The invitation emphasized the importance of customer input, assured the confidentiality of every survey participant, and provided a link to the survey instrument.

DCS INFORMATION TECHNOLOGY STAFF SURVEY METHODOLOGY

Survey Period	Survey Population	Participation Rate
January 2014	<ul style="list-style-type: none">• 108 IT staff designees from 31 customer agencies• 60 percent served 3 years or more in their current position• 70 percent had worked in the IT field for 20 years or more	74 percent of invitees responded, representing 29 agencies

ANALYSIS OF FINDINGS

The survey results show DCS customers are more satisfied with the DCS program now than in previous years. In 2014, 58 percent of IT staff customers were satisfied with services overall, an increase from 12 percent reported in 2011; 19 percent were neither satisfied nor dissatisfied, with 23 percent expressed dissatisfaction with the program.



IT staff customers are most satisfied with the print/mail services offered by the program; additionally, 83 percent were satisfied overall with print/mail services, while 78 percent were satisfied with mainframe services, and 56 percent with server services. IT staff provided positive feedback on the quality of the DCS staff and their proactive approach to dealing with issues. The survey comments included praise for the positive relationship with DCS staff and improved communications: 57 percent rated the overall communications provided through the program as Excellent or Good.

Respondents cited “high and unpredictable costs” as the main reason for dissatisfaction ratings. Additional survey feedback included ranked lists of what is working best and what needs improvement.

DCS INFORMATION TECHNOLOGY STAFF SURVEY RESPONSES

What's Working Best?	What Needs Improvement?
<ul style="list-style-type: none"> • Good DCS staff/teamwork/relationship • General day-to-day operations • Change management process 	<ul style="list-style-type: none"> • Requests for services/procurement/projects • Backup/recovery management • Lack of refined processes

Lastly, IT staff customers rated their satisfaction with the governance model on both *Overall Level of Satisfaction* and *Overall Effectiveness of the Model*: 59 percent were satisfied with the governance model and 62 percent believed the effectiveness was Excellent or Good.

A similar survey was offered to DCS program business executives. The business leaders indicated similar levels of overall satisfaction as their IT staff counterparts. In 2014, 60 percent were satisfied with services overall, an increase from 21 percent reported in 2011.

DCS BUSINESS EXECUTIVE STAFF SURVEY METHODOLOGY

Survey Period	Survey Population	Participation Rate
January 2014	<ul style="list-style-type: none"> • 31 business executives from 29 customer agencies • 56 percent served 3 years or more in their current position 	74 percent of invitees responded, representing 29 agencies

Business leaders acknowledged various program improvements in service delivery, responsiveness, and problem resolution:

- 78 percent rated the overall communications provided through the program as Excellent or Good
- 71 percent (up from 21 percent in 2011) agreed that DCS meets operational needs
- 41 percent agreed that the program is a good economic value for their agency

The business leaders cited “high costs” as the main reason for dissatisfaction ratings.

Additional survey feedback included ranked lists of what is working best and what needs improvement.

DCS BUSINESS EXECUTIVE STAFF SURVEY RESPONSES

What's Working Best?	What Needs Improvement?
<ol style="list-style-type: none"> 1. Service delivery/operations/continuity of services/support 2. Communications/collaboration/working together 3. Customer service/account manager 	<ol style="list-style-type: none"> 1. Project management/requests for services/new servers 2. Cost issues 3. Transformation/consolidation

Lastly, business leaders rated their satisfaction with the governance model on both *Overall Level of Satisfaction* and *Overall Effectiveness of the Model*: 70 percent were satisfied with the governance model and 74 percent believed the effectiveness was Excellent or Good.

DCS VENDOR PERFORMANCE MONTHLY SCORECARD

In addition to the annual program surveys, DCS customers evaluate vendors monthly on a variety of a performance factors. Vendor performance is scored on a five-point scale: 5–Excellent, 4–Good, 3–Acceptable, 2–Requires Improvement, and 1–Requires Immediate Corrective Action.

In April 2014, 97 percent of DCS customers scored vendor performance overall as Acceptable or above. In the previous 12 months, the number of customers rating vendor performance overall as Acceptable or above ranged from 71 percent to 87 percent.

TEXAS.GOV SURVEY

Texas.gov offers citizens the option of completing a satisfaction survey after most online transactions are completed. Customers were asked about the reason for their visit, how they heard about Texas.gov, and the ease of use in their experience.

In FY 2013, 48,740 customers (approximately 2 percent of total customers) completed the survey. Of these customers, 90 percent indicated they were satisfied overall with their experience. Respondents indicated they were most satisfied with the improvement over traditional in-office or mail service offerings.

Annually, Texas.gov surveys its agency customers who use the Texas Payment Engine (TPE) about the performance of TPE and the communications around performance issues and upgrades. In March 2014, the survey was delivered via email to approximately 450 customers. Sixteen customers responded to the survey and responses were favorable overall.

TPE Customers were asked to indicate their level of agreement from the following possible responses: Strongly Agree, Agree, Neutral, Disagree, or Strongly Disagree. The survey included 20 questions and the opportunity to comment. A selection of results are show below. Of the respondents, 56 percent agreed with the statement, “I would recommend the Texas.gov payment engine to other government entities.” The remaining 44 percent provided a neutral response. None of the respondents disagreed.

TEXAS.GOV TPE CUSTOMER SURVEY RESPONSES

Survey Statement	Strongly Agree OR Agree
User Group meetings provide value and are a good use of my time.	95 percent
In general, I am satisfied with the communication provided to me by Texas.gov regarding payment processing services.	69 percent
I would recommend the Texas.gov payment engine to other government entities	56 percent
DIR takes appropriate action when performance issues arise.	56 percent

PERIODIC CUSTOMER SURVEYS

COMMUNICATIONS TECHNOLOGY SERVICES

Quarterly, Communications Technology Services (CTS) surveys customers about their satisfaction with telecommunications services. The brief survey is delivered via email to all 853 TEX-AN customers. Customers were asked to indicate their level of satisfaction from the following possible responses: Very Dissatisfied, Somewhat Dissatisfied, Neither, Somewhat Satisfied, Very Satisfied, or Not Applicable. In FY 2014, quarters one and two, 29 customers responded to the survey, and responses were favorable.

CTS CUSTOMER SURVEY RESPONSES

Survey Question	Somewhat Satisfied OR Very Satisfied
What is your overall satisfaction with Texas Agency Network (TEX-AN) services?	90 percent
What is your overall satisfaction with Capitol Complex Telephone System (CCTS) services?	93 percent
What is your overall satisfaction with the support services (such as help desk, order management, billing and engineering support) provided by CTS?	97 percent

Customers were also asked, “Are you aware of tools implemented by CTS to provide customer visibility to billing, ordering, or contract specifics such as the Customer Command & Control (C3) portal or the TEX-AN Next Generation (NG) Service Catalog?” The majority (16) answered Yes.

TECHNOLOGY SOURCING OFFICE

The Technology Sourcing Office periodically surveys customers about their need for technology services prior to issuing a request for offers (RFO). In September 2012, DIR surveyed customers about their need for cloud services. The survey was delivered via email to a sample of purchasers and information resource managers. Thirty individuals responded. The survey asked:

- Do you anticipate any projects for your agency during FY 2013–14 that might use cloud services?
- What specific cloud offerings would your agency like to see?
- What types of applications has your agency considered moving to cloud services (if any)?

The majority of respondents (19) indicated Yes, they anticipated that they might use cloud services during FY 2013–14. This feedback was considered in the development of enterprise cloud contracts.

INFORMATION RESOURCE MANAGERS CONTINUING EDUCATION

DIR is required to offer opportunities for continuing education to information resource managers (IRMs) for state agencies and higher education. Events are a mix of conferences, briefings, webinars and trainings. In FY 2013, DIR hosted 49 events with more than 6,500 attendees, and in the first three quarters of FY 2014, DIR hosted 31 events. Some highly attended events include the Information Security Forum, DIR’s Project Management Practices Webinar, and the E-Records Conference in partnership with the Texas State Library and Archives Commission. After each event, attendees are provided an event evaluation

form. On average, 25 percent of attendees returned an event evaluation, with 96 percent reporting favorable feedback.

AGENCY ACTIVITIES BASED ON FEEDBACK

Through continuing customer engagement activities, DIR has documented improved customer satisfaction during the past four years. As a top agency priority, customer satisfaction remains a primary focus of the agency and all program staff.

In response to survey results and customer concerns, DIR has taken the following actions:

- **Create a new Chief Customer Officer position** – The DIR Chief Customer Officer (CCO), hired in May 2014, reports to the Executive Director, and is responsible for the overall relationship with DIR customers. The position was developed to provide a single customer-centric vision across all business lines. The CCO will help ensure DIR programs and services meet customers’ needs.
- **Develop a single DIR customer survey** – The new Chief Customer Officer will develop a consistent approach for surveying DIR customers with a methodology that captures and responds to the voice of the customer. DIR will continue to look for opportunities to address low response rates.
- **Improve the DIR website** – DIR is enhancing its website to improve customer experience.

DIR has established a number of advisory committees that provide guidance in ensuring customer interests are considered, developed, and implemented. DIR will continue to evaluate the results of customer surveys, and engage with customers to gain additional insight into customer concerns that need to be addressed. These include

- **Customer Advisory Council** – Reviews and advises on the business needs and strategies with regards to services and programs offered by DIR, providing a forum for input from stakeholders
- **Texas.gov Customer Advisory Council** – Establishes development priorities for Texas.gov from statewide customer agency perspective
- **Data Center Services Business Executive Leadership Committee (BELC)** – Establishes enterprise business strategies and objectives and monitors achievement for the Data Center Services program
- **Telecommunications Customer Advisory Council** – Provides a continuing voice from the customer perspective in the broad direction and quality assurance of Communications Technology Services
- **Statewide Information Security Advisory Council (SISAC)** – Provides guidance to protect and improve confidentiality, integrity, and security of Texas government information assets and technology

CUSTOMER SERVICE-RELATED PERFORMANCE MEASURES

Legislative Budget Board (LBB) performance measures provide additional information on customer service. DIR's performance related to customer service standards and customer satisfaction for fiscal 2014 are shown in the following table.

Outcome Measures		FY 2013 Actual	FY 2014 Target
Standard	Percentage of surveyed customer respondents expressing overall satisfaction with services received	90.13%	96.25%
Standard	Percentage of surveyed customer respondents identifying ways to improve service delivery	NA	NA
A.01-03	Percentage of attendees favorably rating DIR's education events	95.50%	90.00%
B.02-01	Percentage of monthly minimum service level targets achieved for data center services	98.46%	92.00%
B.02-03	Percentage of Customers Satisfied with Data Center Services Contract Management	74.00%	95.00%
B.02-02	Percentage of visitors satisfied with Texas.gov	92.45%	95.00%
C.01-01	Percentage of customers satisfied with CCTS	100.00%	99.00%
C.02-01	Percentage of customers satisfied with TEX-AN	94.10%	96.00%
Output Measures		FY 2013 Actual	FY 2014 Target
Standard	Total customers surveyed	9,700	9,700
Standard	Total customers served	3,598	3,650
Efficiency Measures		FY 2013 Actual	FY 2014 Target
Standard	Cost per customer surveyed	\$0.03	\$0.03
A.01.01-01	Average response time per information request	6.67 hours	8.00 hours
C.01.01-03	Percentage of CCTS complaints resolved in 8 working hours or less	98.00%	97.00%
C.01.01-05	CCTS trouble tickets as a percentage of lines in service	3.00%	8.44%
C.02.01-04	TEX-AN trouble tickets as a percentage of lines in service	1.77%	7.00%
Explanatory Measures		FY 2013 Actual	FY 2014 Target
Standard	Total customer groups inventoried ¹	5	5
Standard	Total customers identified	3,598	3,650

¹ State leadership, state agencies, education (higher education and K-12), local government (cities and counties), and citizens.