



**Governor's Office of Small, Minority & Women Business
Affairs
Customer Service Annual Report**

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FY17 Highlights

- Governor's Office of Small, Minority & Women Business Affairs underwent a name change, formerly Governor's Office of Minority Affairs. The new name better reflects the scope of services we provide across the state of Maryland, therefore more clearly guiding our customer base.
- Improve the tracking, responsiveness, and time-to-resolution of all electronic, telephone, written, and in person correspondence.
Our office continues to acknowledge all inquiries within 24 hours of receipt. Most of our inquiries occur on a rolling & daily basis, therefore most are addressed and resolved within the timeframe of the call. For those requiring more time, they fall within our procurement compliance responsibilities, and therefore are resolved on a case by case basis.
- Ensure state employees and managers continue to improve customer service skills through formal training classes and informal coaching on best practices in customer service.
We provide continual training and coaching through weekly staff meetings, quarterly one-on-one coaching, and at an annual staff retreat. Due to the nature of our services, we consistently discuss and apply best practices in our customer interactions.
- Increase the number of services the state provides online so that citizens and businesses can utilize self-service, as appropriate.
We continually update our web-based resources available to both our internal and external customers. We continue to work on creating an online training series or webinars.
- Update online publications, forms, FAQs, and pertinent information on our website so that citizens and businesses can find relevant information quickly and accurately.
We consistently update program information, policies, procedures, notices, forms, and publications that relate to our scope of services. We continue to work on redesigning our website, and with the new name change, we are currently updated on our printed materials.

- Use social media to help get the word out about services, events, and news to provide citizens and businesses with information important to them.
We have instituted a more consistent presence on social media with regular Facebook and Twitter posts that are focused on the small business community and the activities of our office as we engage with stakeholders. We also promote small business resources inside and outside of state government as well as small business events hosted by stakeholder organizations.
- A three question Customer Service Survey is available on our website.
In addition to making the survey available on our website and via our email signatures, we also provide a paper version at all events. We have included a QR code so customers can go online during any of our events to complete the survey. The paper version remains the predominant channel, but we will continue to offer the QR code option as we believe the combination offers better customer service

Recognition Given to Employees

The Governor's Office of Small, Minority & Women Business Affairs is a small staff of 10 in comparison to many other agencies, therefore the intimate nature of our staff allows us to consistently recognize our employees during weekly staff meetings, and throughout the year in reference to the many interactions that we may have with our customers.

Leadership Analysis of FY17 and Summary of FY18 Approach

Providing good customer service is important to everyone at The Governor's Office of Small, Minority & Women Business Affairs. Much of our interaction takes place as one-on-one conversations either in-person or over the phone. As such, we continue to focus on customer service best practices through weekly staff meetings, quarterly one-on-one, and a yearly staff retreat. For FY18 we are concentrating on restructuring and rebranding our office under its new name, and expanded scope of services beyond our procurement programs to a leading hub for small business resources. Part of these efforts include redesigning how we are positioned among both our internal customers and external small business community. We hope to fully redevelop our brand, where internally we continue to be a strong coordinating office leading our state agencies in procurement compliance, while serving as a core resource partner to the small business community. Overall, we will continue to provide our customers with the ability to achieve greater economic opportunities and ensuring Maryland is OPEN for Business.

Detailed FY17 Results and FY18 Plans

A. Customer Survey Results

Our office initially instituted a short 2 question survey prior to a statewide standardized Customer Service Survey. The two questions were as follows:

1. Were you treated Well?
2. Were you helped with your issue?

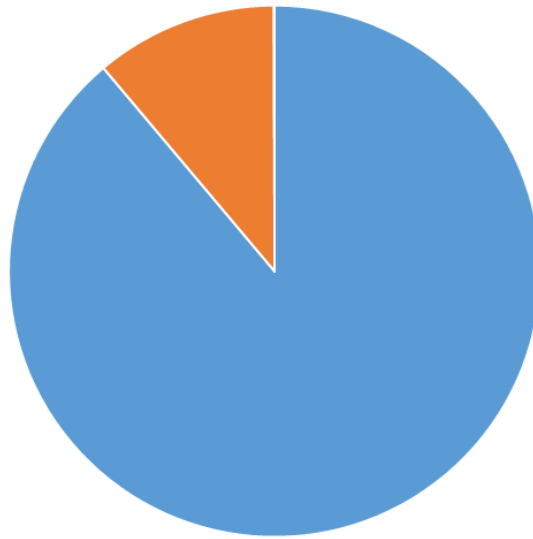
The two-question survey was meant to establish a baseline for how our interactions were impacting our external customers, the small business community. The survey ran from November of 2016 - January of 2017, and it yielded an overwhelming YES to both the above questions. However, this initial survey was too limited in the amount of responses received for this timeframe.

For the first quarter of 2017 (January-March) we had only registered a total of 9 responses, despite having engaged with over a 100 customers (either through a business event, technical training, advocacy calls, or other face-to-face contact).

By March of 2017, the statewide standardized Customer Service Survey was released, and we adopted this survey, with a minor modification. After reviewing our methods of engagement it was determined that our best approach was to create a paper version, add two additional questions to address the unique reason for customer contact (the event or technical training classroom session), and get an understanding of how valuable each event or point of contact was to our external customers (small business community). In addition, we also provide a QR code encouraging our customers to fill out the surveys online at the point of contact. Here are the most current results:

- April 2017 - July 2017 - Number of responses = 246 (average of 60 responses/month).
- 88% - Overall Satisfied rating
- 11% - Somewhat Satisfied
- .01% - Neutral
- .02% - Very Dissatisfied

Survey Results



● Overall Satisfied Somewhat Satisfied Neutral Somewhat Dissatisfied Very Dissatisfied

Customer Service Survey Results

Question 1: Overall, how satisfied are you with the customer service provided?							Internal Total*	Grand Total
GOSBA	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	External Total		
YTD Totals	220	28	3	0	6	257	6	263
Question 2a: Please rate our customer service on the following attributes: Friendly and Courteous							Internal Total*	Grand Total
GOSBA	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	External Total		
YTD Totals	244	4	2	0	7	257	6	263
Question 2b: Please rate our customer service on the following attributes: Timely and Responsive							Internal Total*	Grand Total
GOSBA	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	External Total		
YTD Totals	234	13	4	0	6	257	6	263

		Question 2c: Please rate our customer service on the following attributes: Accurate and Consistent						
GOSBA	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	External Total	Internal Total*	Grand Total
YTD Totals	231	17	3	1	5	257	6	263

		Question 2d: Please rate our customer service on the following attributes: Accessible and Convenient						
GOSBA	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	External Total	Internal Total*	Grand Total
YTD Totals	223	20	8	0	6	257	6	263

		Question 2e: Please rate our customer service on the following attributes: Truthful and Transparent						
GOSBA	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	External Total	Internal Total*	Grand Total
YTD Totals	236	10	4	2	5	257	6	263

Status of Customer Service Training

Three members of our team attended the Customer Service Train-the Trainer Workshop offered in the fall of 2016:

- Herb Jordan, Deputy Secretary
- Eduardo Hayden, Small Business Outreach Manager
- Lisa Sennaar, SBR Compliance Manager

The information gathered was then instituted where appropriate to continue to offer the highest quality of customer service appropriate to our scope of services. For FY18, we will continue to offer ongoing coaching on best practices through our staff meetings, one-on-one, and at our annual staff retreats.

Customer Inquiry Response Times and Overall Time-to-Resolution

Timeliness of Responding to Customer Inquiries

We continue to provide guidance on responding to any inquiries within 24 hours and in a timely manner. As stated previously, the nature of our inquiries can most often be resolved within the timeframe of the call. Any that require more time and attention are dealt with swiftly depending on the inquiry and on a case by case basis. Those addressing procurement compliance issues may require more time, but are often identified as requiring a state agencies involvement in order for resolution to take place. Therefore, we as a matter of best practice direct the resolution at the agency level. In very rare cases, where resolutions are not found at the agency level first, it is then elevated to our office, and if appropriate we involve the Governor's Office of Ombudsman. At that point, the Ombudsman's office and the agencies will work toward the resolution. We continually discuss and review these measures to ensure that best practices are consistently being applied, and will continue to do so for FY18.

Best Practices

We respond to inquiries immediately, or within 24 hours of the inquiry coming into our office. Due to the nature of our office being a Coordinating Office overseeing all 70 agencies related to procurement, any inquiries that cannot be addressed or resolved within the timeframe of the inquiry usually requires the involvement of an agency. We identify the scope of the problem, the stakeholders involved, the complaint or issue, and we then connect both parties and remain involved as needed until a resolution is achieved. Any matters beyond this are recommended to the Business Ombudsman's Office for resolution.

Plans for Improvement

We are currently looking at different ways to better automate our database of stakeholders, so that we can improve how we gather and then subsequently reach out to our customers.

Improving the Customer Experience from Multiple Perspectives

The Governor's Office of Small, Minority & Women Business Affairs is continually working to improve the way we connect with our broad stakeholder audience. We are currently constructing various training modules to assist the agency personnel with their interaction with our common external customers and looking for options to produce webinars as a way to reach more members of the small business community.

We are also developing a new branding strategy to position our office as a small business resource "hub." The effort includes redesigning our website in 2018.

Finally, we are consistently participating in events, speaking engagements, panels, workshops, and training around the state. These opportunities generate a considerable amount of follow up, to which we are investigating how to adopt a Customer Relations Management tool to better track our interactions.

Adjusting Hours to Meet Customer Demands

Due to the nature of our office, where we coordinate small, minority, and women business services related to our state procurement process, we often engage with businesses through extended hours. All

staff members offer flexibility to their work and personal schedules in order to accommodate these weekend, evening, and early morning events. This flexibility is a critical aspect to delivery exceptional customer service by being where we are needed even outside of the traditional work hours.

Social Media Usage to Improve the Customer Experience

FY17 is the first year our office tracked social media metrics for Facebook and Twitter. We're please to see steady activity and good responses (likes, shares, and retweets) to our content. We promote our own events and activities across these platforms and promote resources and events from other small business stakeholders. The ultimate goal of our social media activity is to drive people back to our website. As a resource site, we want to see visitors return often. In FY17, 45 percent of our visitors were returning visitors.

In FY18, we will continue to focus our content to small business matters. Our office will also work under the Coordinating Offices' executive communications director on strategies to share social media messaging coming from the governor, Lt. governor and other coordinating offices. This will add to the overall customer service initiative by helping to bring awareness for services outside our direct line of responsibility.



