



Virginia Information Technologies Agency

Customer Insight Survey

Debbie Secor

Executive Director, Customer Account
Management

Briefing to IT Investment Board
July 17, 2008



VITA/Northrop Grumman Customer Insight Survey

- Customer Survey Committee
 - Established in November 2007
 - Includes representation from VITA, Northrop Grumman, Booz, Allen Hamilton, SoTech and ITIB (Dr. Mary Guy Miller)
- Discussions
 - What do we want to learn from this survey?
 - What outcomes are we looking for?
 - What do we want to do with the information we receive?



Customer Survey

- Interests
 - Root causes of issues
 - How VITA and Northrop Grumman can work to enhance customer service
 - Develop a 12 month action plan for addressing priorities



2008 Customer Insight Survey

Virginia Information Technology Investment Board

July 17, 2008

Antonio Oftelie, MPA
Associate Director

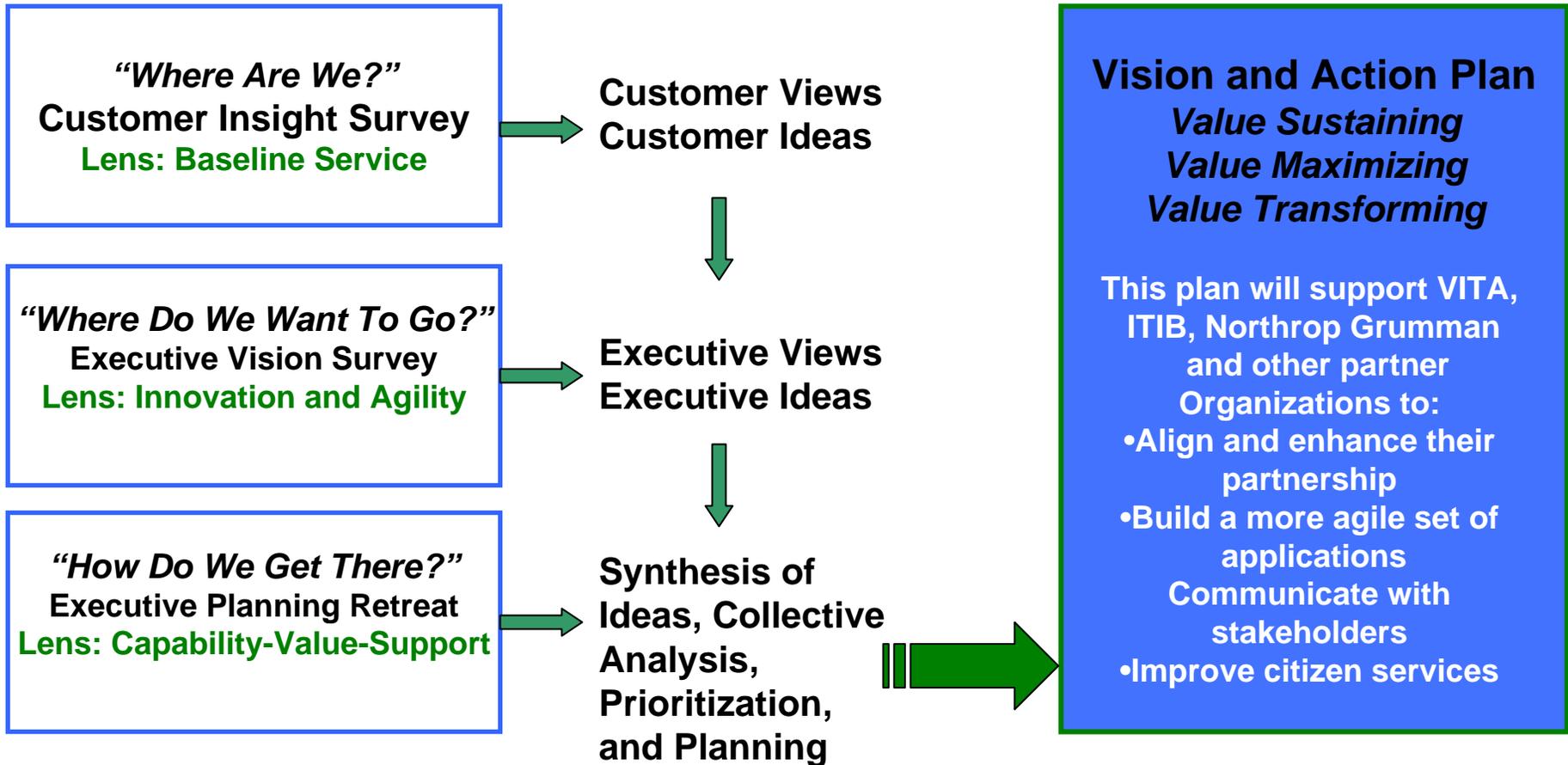
Presentation Overview

1. Goals
2. Program Process and Flow
3. Customer Insight Survey Sections
4. Top-Level Insights
5. Preliminary Report of Data
6. Next Steps

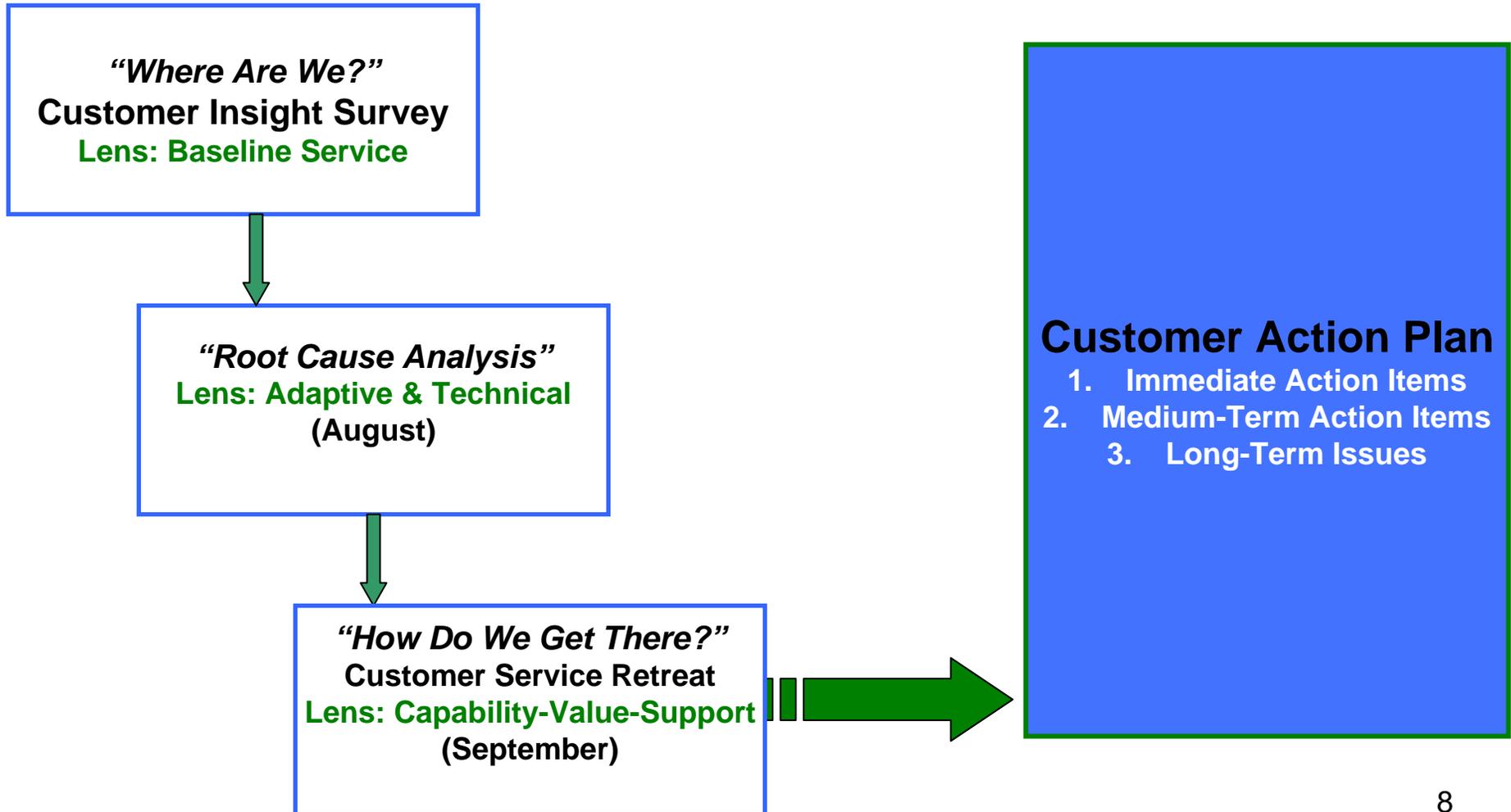
Virginia Program Goals

- To collect and understand customer views and ideas on improving VITA's services through a survey-based and executive-session process
- To understand "root-causes" of customer sentiment
- To understand how Virginia can improve citizen services and increase agility in operations by leveraging IT and new business models
- To deliver a Vision and Action Plan that will guide the partnership's efforts and make ideas actionable within a 12 month timeframe

Conceptual Flow of Virginia Program 2008 - 2009



Current Path of Virginia Program



Virginia's Partner:

The Leadership for a Networked World Program

- **The LNW program helps leaders to better govern the challenges and opportunities created by digital information and networks.** Founded in 1987 at the John F. Kennedy School of Government at Harvard University by Professor Jerry Mechling, the LNW Program taps diverse knowledge within the Harvard community for uniquely powerful executive education, advisory services, research, and teaching cases and publications.
- **Professor Jerry Mechling** is Faculty Chair of the Leadership for a Networked World Program, and Lecturer in Public Policy at Harvard Kennedy School. His studies focus on the impacts of information and digital technologies on individual, organizational, and societal issues. Dr. Mechling received his BA in physical sciences from Harvard College and his MPA and PhD in economics and public affairs from the Woodrow Wilson School at Princeton.
- **Antonio Oftelie** is Associate Director of the Leadership for a Networked World (LNW) Program, at Harvard Kennedy School. In this capacity he conducts research lectures in executive education, and advises public and private organizations on IT-enabled transformation. Mr. Oftelie holds a BS in Management and Ethics from Crown College; and an MPA with a Business and Government Policy concentration from Harvard University — where he focused his studies on leadership, finance, and public policy at the John F. Kennedy School of Government, and on strategic management, technology, and innovation at the Harvard Business School.

A long track record...

An array of organizations have partnered with the LNW Program on their organizational learning and transformation initiatives. Examples of current and recent partners include:

- **Accenture**
- **CA (formerly Computer Associates)**
- **Cisco Systems**
- **Commonwealth of Massachusetts**
- **Diamond Technology Consultants**
- **Government of Canada**
- **Government of Dubai**
- **Government of Mexico**
- **Government of Singapore**
- **Government of Turkey**
- **IBM**
- **Microsoft**
- **SAP**
- **State of California**
- **State of Illinois**
- **State of Florida**
- **State of Georgia**
- **State of Michigan**
- **State of Minnesota**
- **U.S Department of Homeland Security**
- **U.S. Environmental Protection Agency**
- **U.S. Federal Communications Commission**

2008 Customer Insight Survey Process

- **Design** – 2008 survey is complementary to the customer survey conducted in 2005, and reflects the current level of transformation maturity
- **Administration** – Online survey conducted 10 days in May
 - Survey invitation sent to executive branch agencies and localities and organizations utilizing E-911 and geographic information system (GIS) services
- **Response** – invitation sent to 1,980 people
 - 584 responses to survey - rate of 29.5%
 - 330 survey completions - rate of 16.7%
- **Analysis** – preliminary results presented today
 - More in-depth analysis is ongoing, including comparisons to 2005 survey results

Customer Insight Survey Sections

- Previewer – Gives the context for action
- Profiler – Collects customer demographic information
- Prioritizer – Collects customer opinions, evaluations and ideas on current environment:
 - *Current Assessment: How are customers evaluating current levels of satisfaction across service categories?*
 - *Working Together: How well does VITA work with organizations to plan for and deliver services?*
- Planner – Collects “forward looking” opinions and ideas on future opportunities:
 - *Partnering in the Future: How important is it to customers to partner with VITA on planning for future organizational and constituent services?*

Key Areas of Assessment for Services

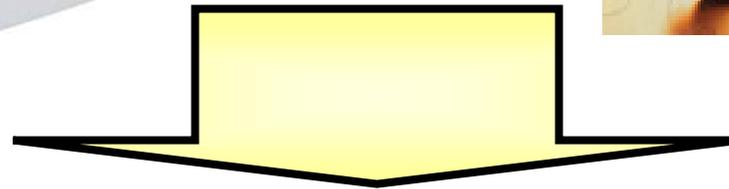
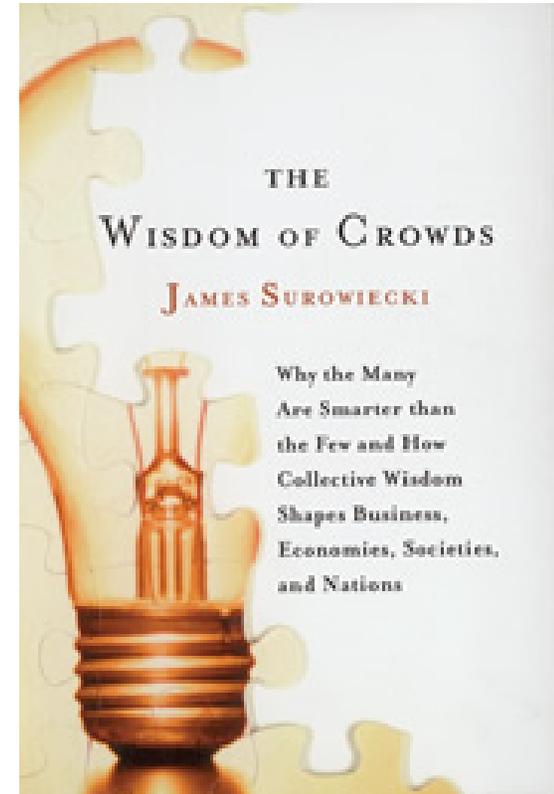
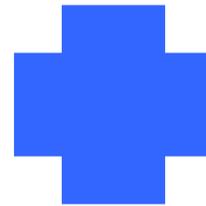
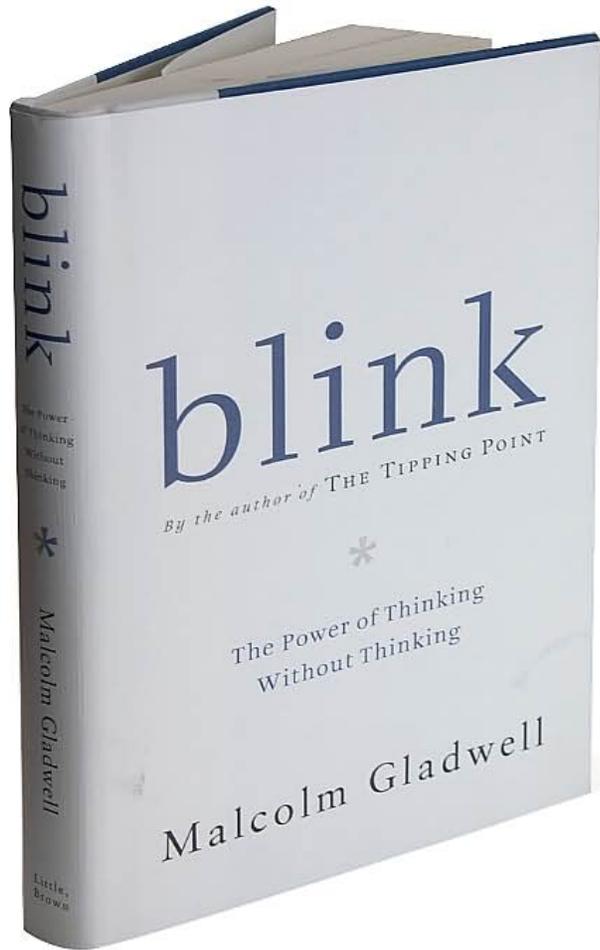
- **IT Support Services** (server, mainframe, messaging and directory, network connectivity, help desk, consulting, procurement, contracts and purchasing, Web site development)
- **Telecommunications Services** (voice services, video services, data services, audio conferencing services, design and engineering)
- **E-911 and GIS Services** (geospatial, enhanced 911, radio engineering)
- **Project Management Services** (IT strategic planning/investment management, IT project oversight and consulting, IT standards and enterprise architecture)
- **Security Services** (incident handling, awareness and alerts, architecture, IT policy, standards and guidelines)
- Open-ended questions for ideas on improving services the survey-taker ranked low

Key Areas of Assessment for Strategic Services

- Understanding customers' mission and policy objectives
- Understanding customers' programmatic business objectives
- Aligning IT services/support with business objectives
- Policies, standards and guidelines for managing IT
- Communicating changes in policies, standards and guidelines
- Assisting in developing customers' information management plans
- Policies, standards and guidelines for procurement
- Statewide standards for electronic information exchange
- Statewide uniform technical/data standards for IT and related systems
- Assistance/support in developing customers' IT projects
- Expert guidance and oversight on information security issues
- Open-ended questions covering key strengths and weaknesses

Key Areas Assessed for Partnering in the Future

- Assessing citizen needs and current operating environments to help future policy needs, opportunities and risks
- Guidance and support to optimize the use of IT
- Aligning enterprise IT with customers' policy and program goals
- Harnessing information and data for metrics and benchmarking
- Assessing how IT can bring improvements in or enable new programs
- Leveraging IT to enable flexible and adaptable management and operational processes
- Developing information-sharing models that enable enhanced communication and partnerships
- Assessing how emerging technologies can help personnel work more efficiently and effectively and expand their capabilities
- Open-ended questions that address opportunities for future partnering



Our starting line

High-Level Insight 1

- **Adaptive leadership is now critical for increasing customer satisfaction:**
 - Customers did not rank any of VITA's services above 4.0 (moderately satisfied) on the scale. Yet, many core and advisory services are hovering in the mid-3 area - suggesting customers have a "wait and see" sentiment.
 - Analysis of customer rankings with customer comments suggests frustration with gains relative to losses from the transformation.
 - Increasing customer satisfaction is now dependent on gaining a deeper understanding of root causes of the frustration and differentiating along the dimensions of technical barriers (changes in policy, process, product, lines of authority, etc.) and adaptive barriers (changes in values, loyalties, competencies, etc.).
 - Consequently VITA should modify its customer service and outreach to reflect the deeper level of understanding.

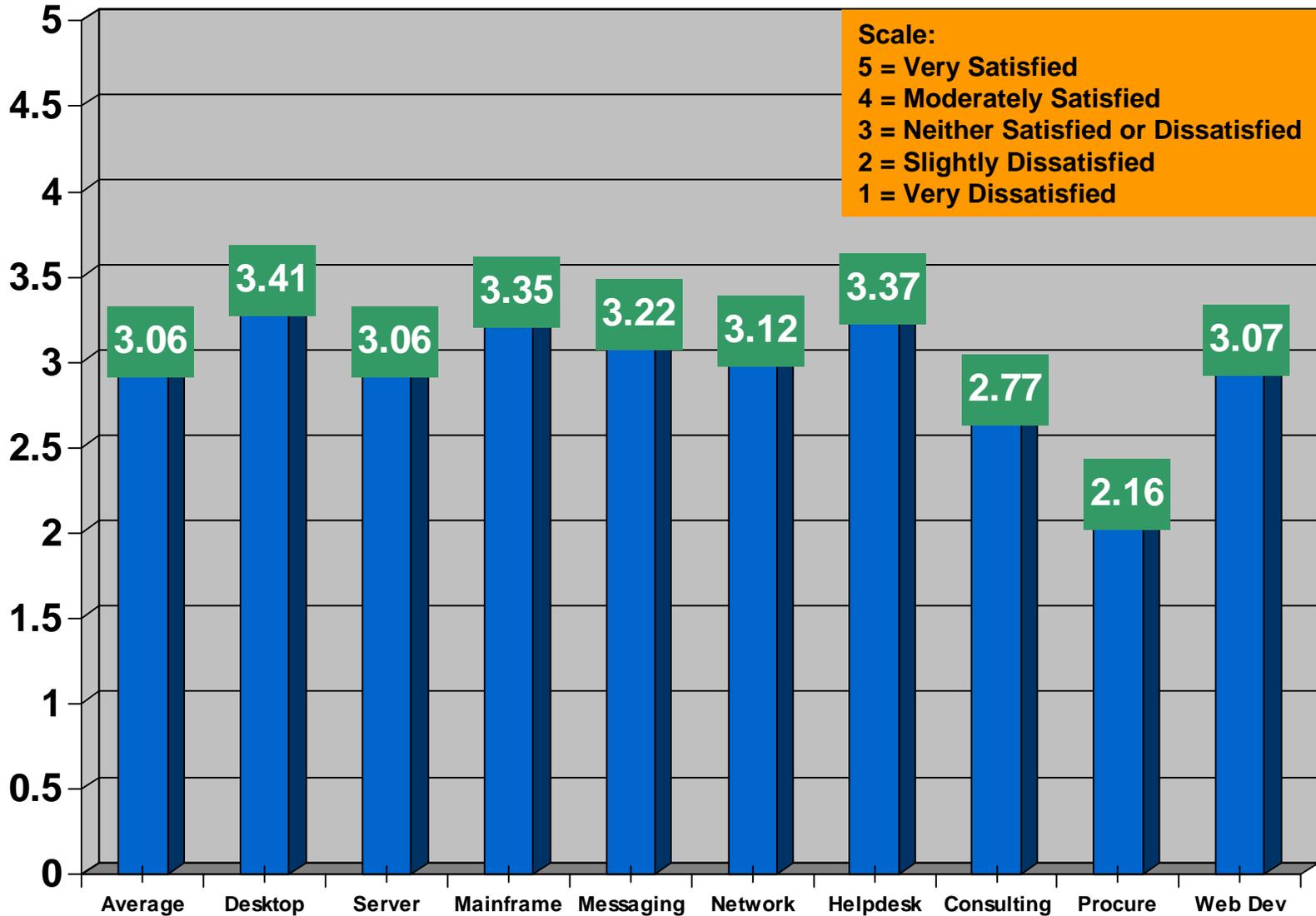
High-Level Insight 2

- **There is a significant variance in satisfaction between “process-oriented” services and “technical-oriented” services:**
 - Customer satisfaction with VITA’s “technical” capabilities (such as desktop refresh, mainframe support, voice services, e-911, etc) is generally comparable to the results from the 2005 survey.
 - However, customer satisfaction with VITA’s “process-oriented” or “soft skill” areas (such as understanding agency business objectives, consulting, procurement, project management, etc) is low on the scale.
 - To build trust, spur adoption of services and increase general effectiveness, VITA should develop and implement a plan to improve processes, and better align customer needs to IT. This should be facilitated through enhanced customer interaction at all levels.

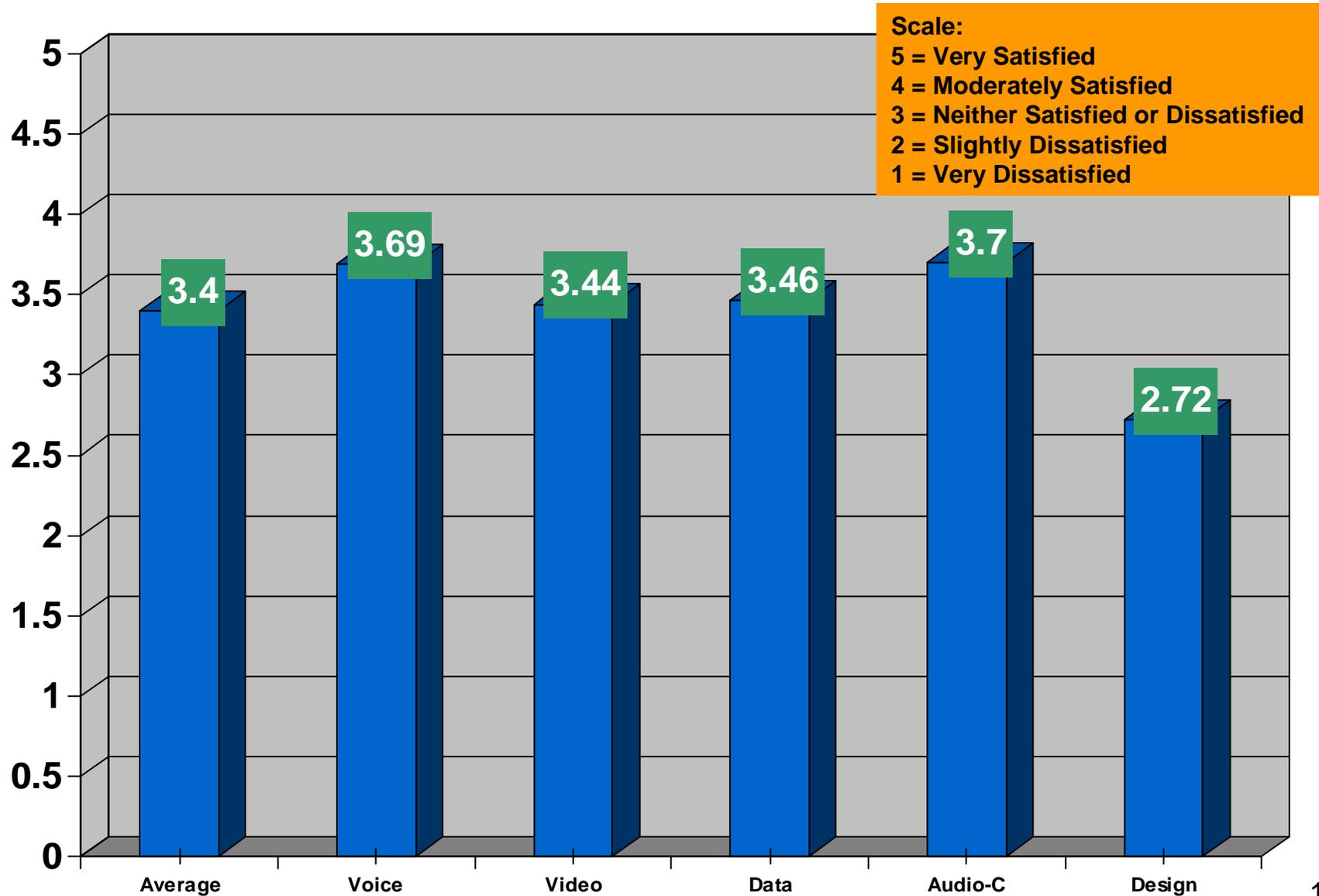
High-Level Insight 3

- **There is potential for growth in current services and strategic services:**
 - VITA has an excellent opportunity to increase adoption of both its core services and its strategic/advisory services. Of the 480 responses in the survey, there were 216 (45%) requests for more information on core services.
 - Customers also were moderately interested in general advisory services and especially keen on VITA getting better at developing information sharing methods and assessing how emerging technologies can help with agency effectiveness and efficiency.
 - Inferentially, the value of strategic services would be ranked higher if there was more trust that VITA could feasibly succeed at lower level services first. I.e., "I would like advice on using IT in strategic planning, but I have to know you can walk me through procurement advice first..."

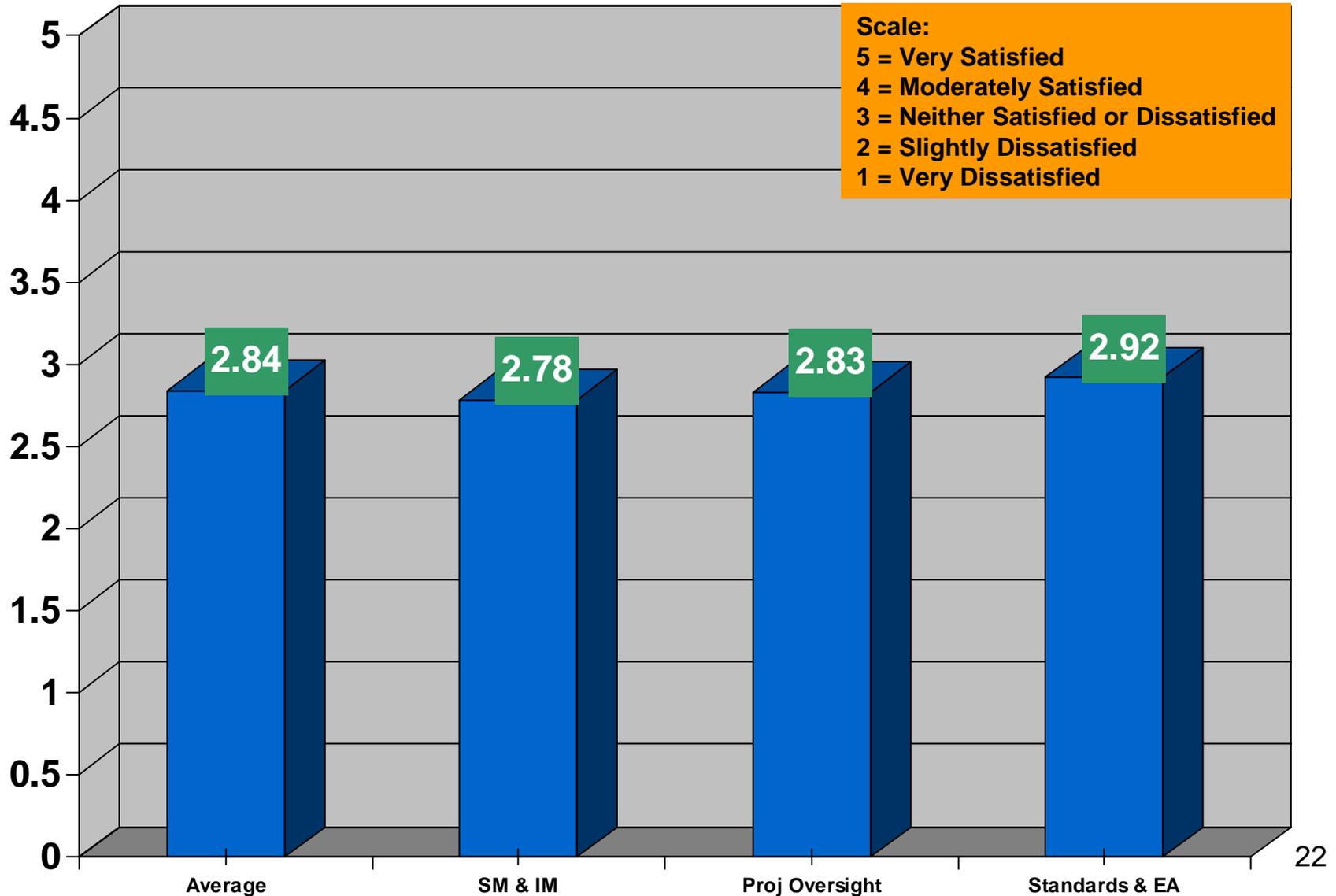
Preliminary Results – IT Support



Preliminary Results – Telecommunications

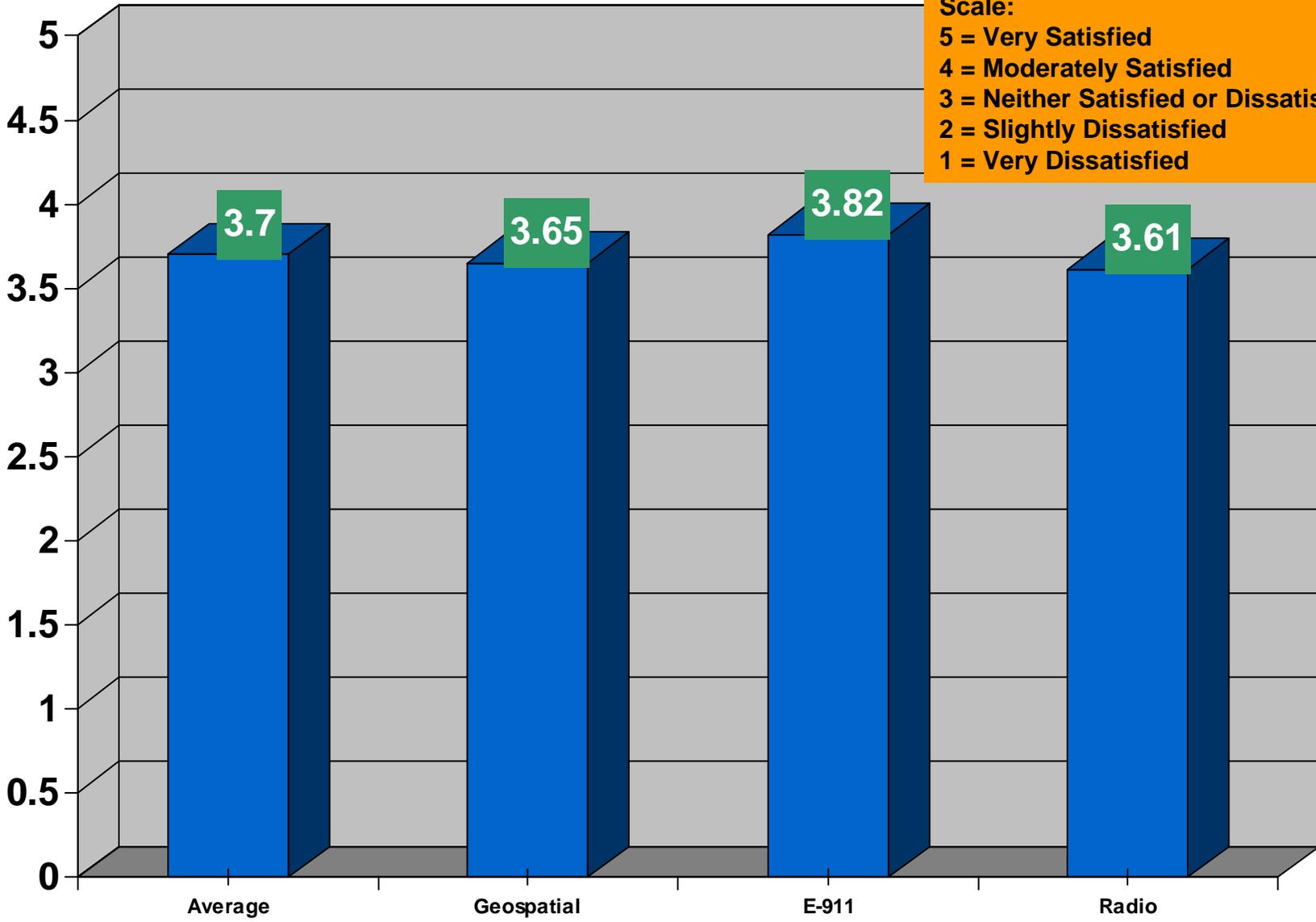


Preliminary Results – Project Management

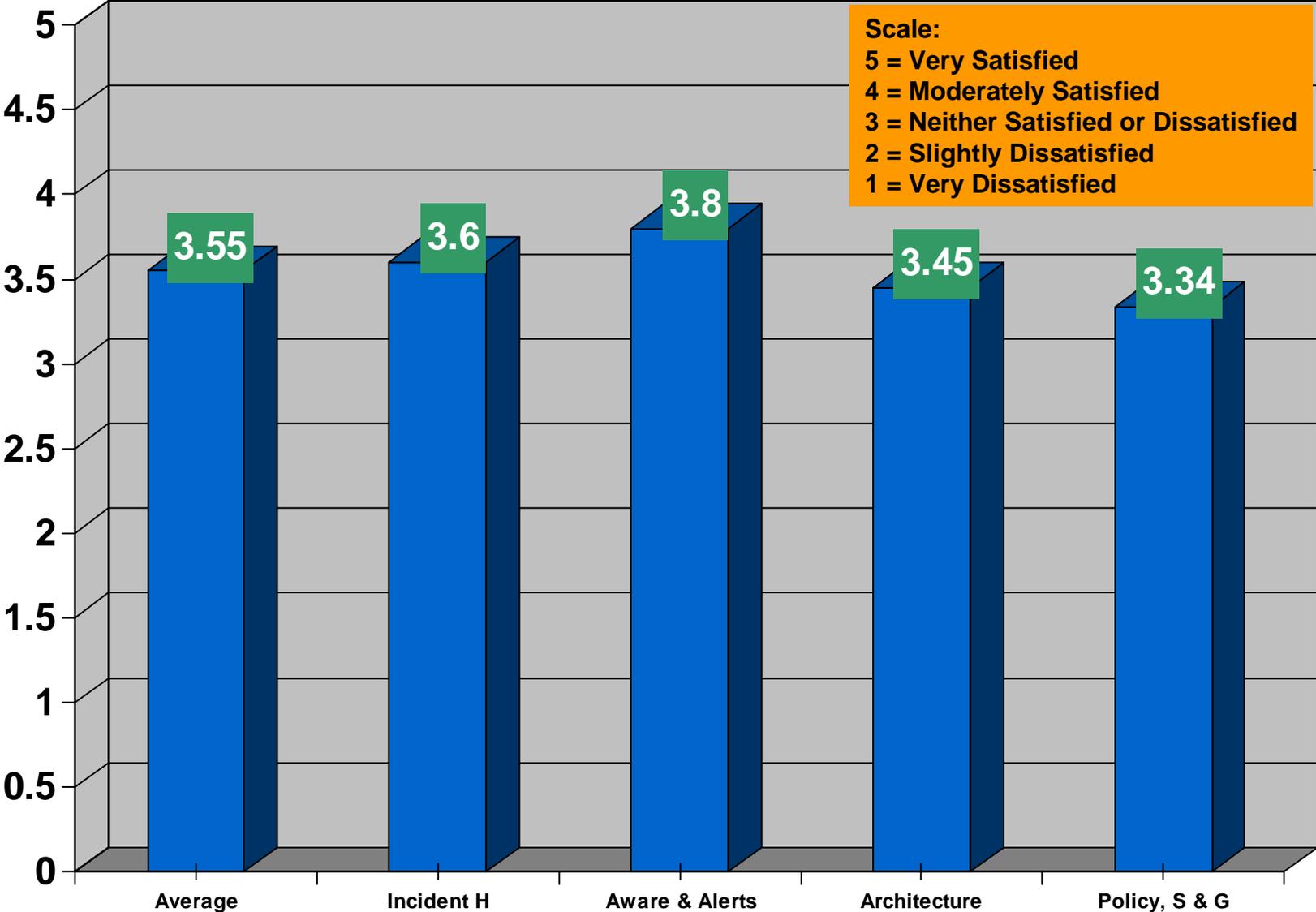


Preliminary Results – E-911 and GIS

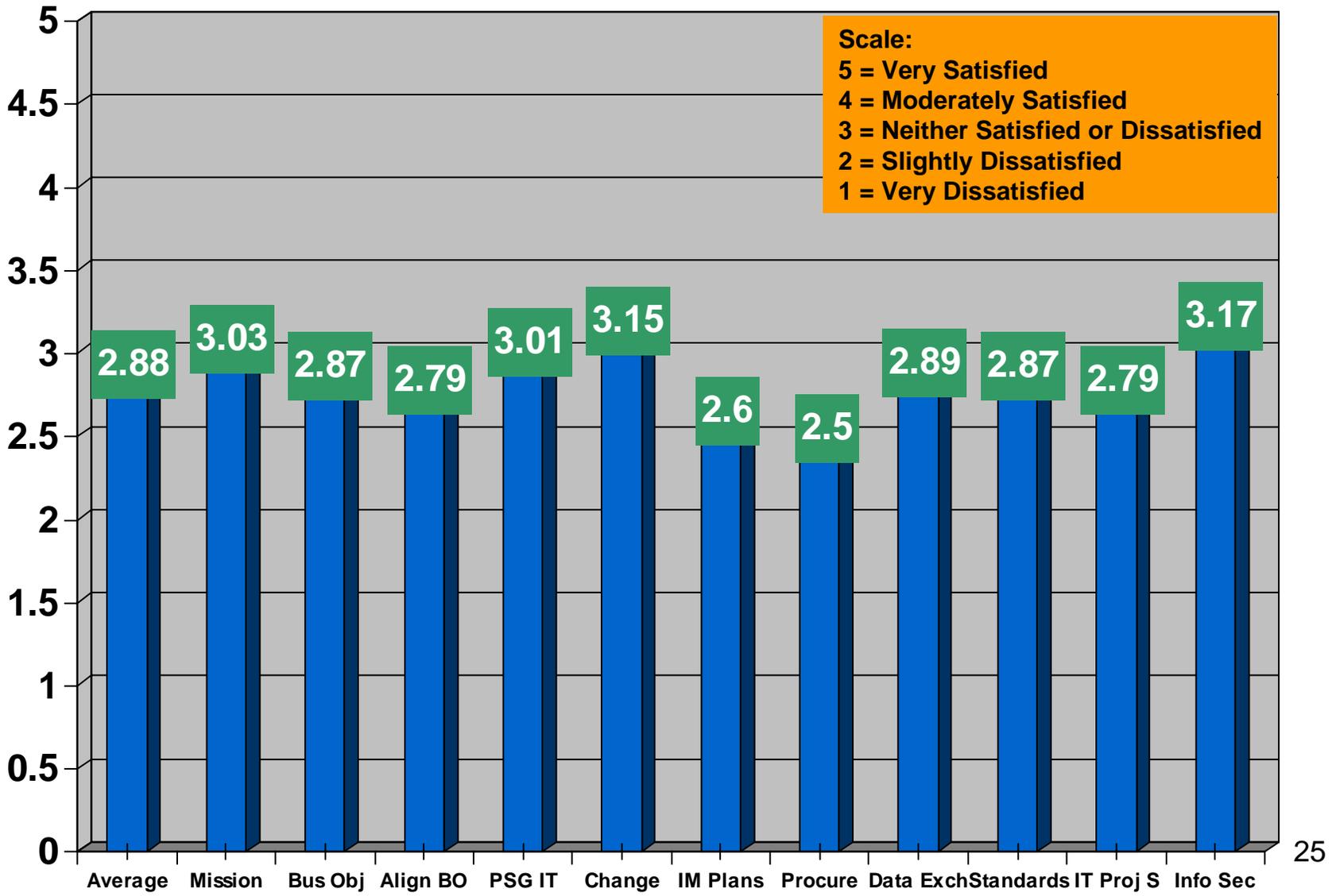
Scale:
5 = Very Satisfied
4 = Moderately Satisfied
3 = Neither Satisfied or Dissatisfied
2 = Slightly Dissatisfied
1 = Very Dissatisfied



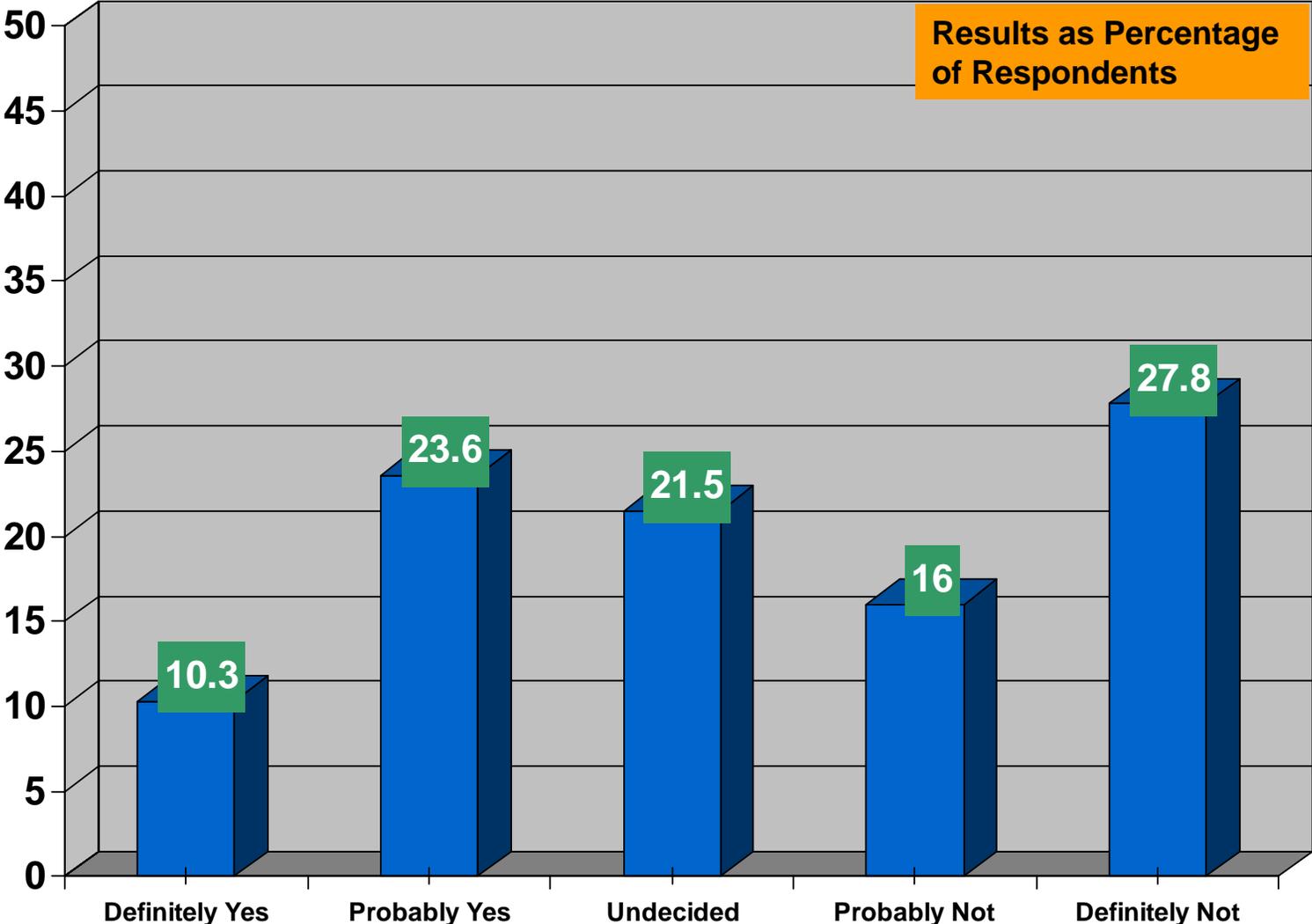
Preliminary Results – Security Services



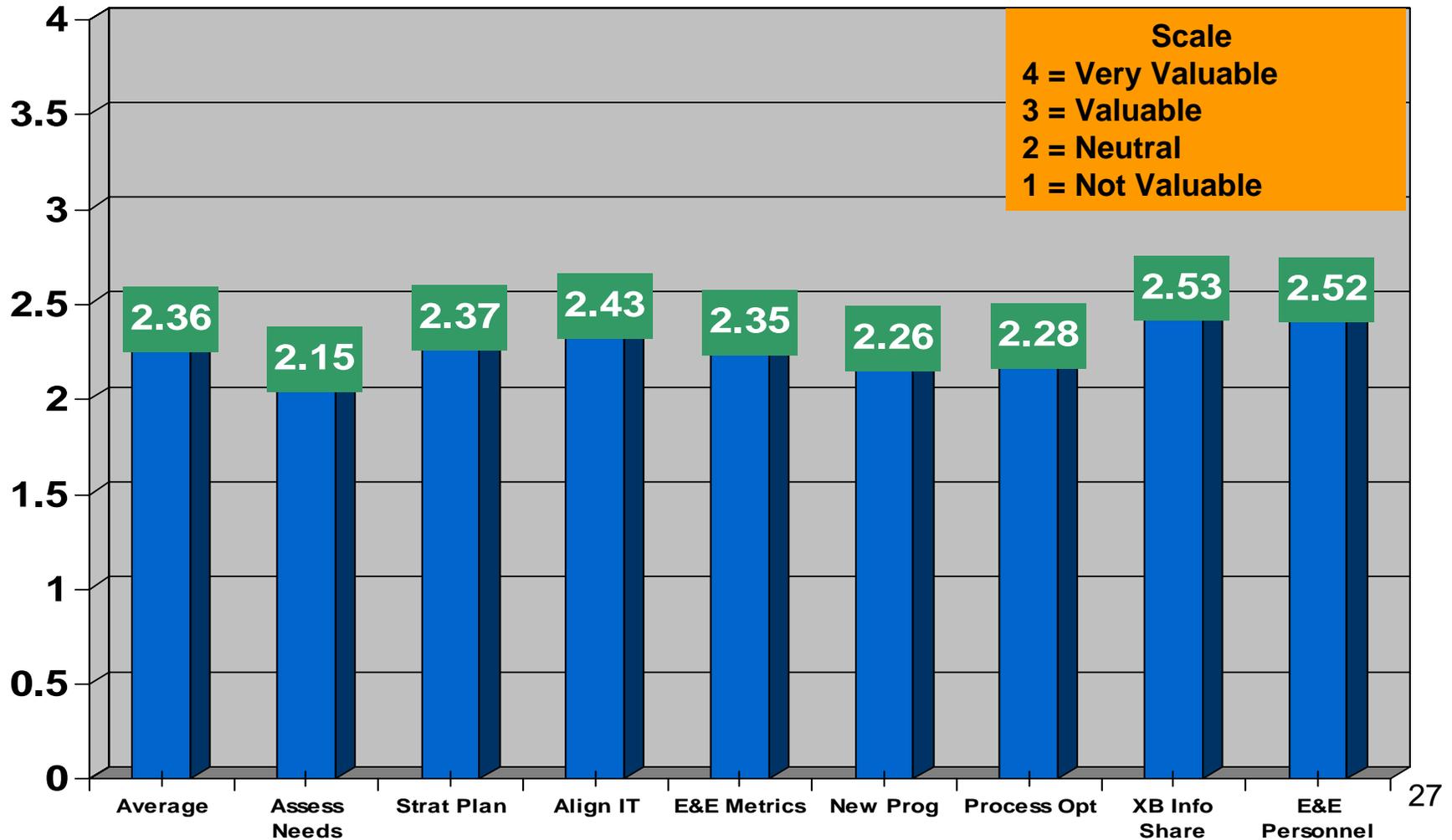
Preliminary Results – Strategic Services



Would You Recommend VITA's Services to a Colleague?



Preliminary Results – Partnering in the Future



Schedule and next steps

Description	Timeline	Outcome
Conduct customer insight survey	Complete	
Complete data analysis	July 2008	Survey report
Conduct customer council and regional “deep dives”	Aug. 2008	Root cause analysis; ideas for addressing issues
Host one-day planning session to develop action items addressing customer needs and ideas	Sept. 2008	<ul style="list-style-type: none"> • Immediate actions • Medium term actions • Long term actions
Develop customer action plan using analysis, ideas, action items	Sept. 2008	Actionable plan with metrics and benchmarks
Implement customer action plan	Oct. 2008 – July 2009	Enhanced customer satisfaction
Executive vision and action plan	Sept. 2009 – Mar. 2010	Future-oriented survey and plan for post-transformation services

*With a little help
from our friends...*

Onward!!!