



July 2008  
PE 08-05-429

DEPARTMENTAL REVIEW

# WEST VIRGINIA DEPARTMENT OF ADMINISTRATION

## AUDIT OVERVIEW

State Agencies Are Generally Satisfied With  
the Services Provided by the Department of  
Administration



WEST VIRGINIA LEGISLATIVE AUDITOR  
PERFORMANCE EVALUATION & RESEARCH DIVISION

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July 30, 2008

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Dear Chairs:

Pursuant to the West Virginia Performance Review Act, we are transmitting a Departmental Review of the *West Virginia Department of Administration*, which will be presented to the Joint Committee on Government Operations and Joint Committee on Government Organization on Wednesday, July 30, 2008. The issue covered herein is "*State Agencies Are Generally Satisfied With the Services Provided by the Department of Administration.*"

We transmitted a draft copy of the report to the West Virginia Department of Administration on July 15, 2008. We held an exit conference on July 15, 2008. We received the agency response on July 25, 2008.

Let me know if you have any questions.

Sincerely,

A handwritten signature in cursive script that reads "John Sylvia".

John Sylvia

JS/tlc



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## EXECUTIVE SUMMARY

On June 4, 2008, the Legislative Auditor initiated a survey of 129 state agencies regarding the quality and timeliness of the services provided by the 10 service-related divisions within the Department of Administration (DOA). The survey also inquired as to the responsiveness and ease of communication between these divisions and the state agencies that they serve. The 10 divisions within the Department of Administration that were the subject of the survey were as follows:

- Board of Risk and Insurance Management,
- Consolidated Public Retirement Board,
- Ethics Commission,
- Finance Division,
- General Services Division,
- Public Employees' Insurance Agency,
- Division of Personnel,
- Purchasing Division,
- Real Estate Division, and
- Office of Technology.

Of the 129 original agencies surveyed, 92 agencies (71%) completed the survey. Although the response rate may seem low, several decisions to not complete the survey were made by agency officials causing the lower response rate (further explanation within report). Considering these decisions, the number of possible completed surveys declined to 100. Therefore, the adjusted response rate was 92 percent. According to the overall results of this survey, agencies that utilize the selected service-oriented divisions within the Department of Administration are generally satisfied with the services that are received.





## OBJECTIVE, SCOPE & METHODOLOGY

### Objective

The objective of this survey was to determine the quality and timeliness of service, and responsiveness and ease of communication between the 10 service-related divisions within the Department of Administration and the state agencies that they serve. The collection of these data may facilitate in the scoping of the audit plan for the Departmental Review of the Department of Administration.

### Scope

The subject of the survey questions was limited to the 10 service-related divisions within the Department of Administration. Those agencies are as follows: Board of Risk and Insurance Management, Consolidated Public Retirement Board, Ethics Commission, Finance Division, General Services Division, Public Employees' Insurance Agency, Division of Personnel, Purchasing Division, Real Estate Division, Office of Technology. Responses to individual survey questions were limited to three years.

### Methodology

The Legislative Auditor initially contacted each participant agency (129 state agencies) by electronic mail. In the initial contact with the participant agency, the Legislative Auditor provided the participant with directions for completion of the survey, a link to the survey (entirely web based), and a unique username and password to access the survey. After the participant agency completed all sections of the survey, the Legislative Auditor provided the agency administrator with an authentication code. After the administrator reviewed each survey section, he or she submitted the final version of the electronic survey using the authentication code. Web development and technical assistance for the survey was provided by the West Virginia Legislature's Office of Reference and Information. Every aspect of this report followed the Generally Accepted Governmental Auditing Standards as set forth by the Comptroller General of the United States of America (GAGAS).



## ISSUE 1

### **State Agencies Are Generally Satisfied With the Services Provided by the Department of Administration.**

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#### **Methodology**

On June 4, 2008, the Legislative Auditor initiated a survey of 129 state agencies regarding the quality and timeliness of the services provided by the 10 service-related divisions within the Department of Administration (DOA). The survey also inquired as to the responsiveness and ease of communication between these divisions and the state agencies that they serve. The 10 divisions within the Department of Administration that were the subject of the survey were as follows:

- Board of Risk and Insurance Management,
- Consolidated Public Retirement Board,
- Ethics Commission,
- Finance Division,
- General Services Division,
- Public Employees' Insurance Agency,
- Division of Personnel,
- Purchasing Division,
- Real Estate Division, and
- Office of Technology.

The survey contained a separate section for each division that was specific to the DOA division's interaction with state government agencies. The sections ranged from 3 to 10 questions in length and were primarily focused on goals, objectives, and specific services that each DOA division provides to state government agencies. The three key areas of concern addressed by the survey included:

- responsiveness and ease of communication,
- quality of services, and
- timeliness of services.

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The first question of most sections asked if the agency used the services of the DOA division. If the respondent stated “no”, that particular section of the survey would end and no more questions could be answered. If the respondent indicated that his or her agency did use the services of that particular division, the remaining questions could be answered. The second question of each section addressed the level of responsiveness and *ease of communication* between the state agency and the DOA division. The possible responses to this section were:

- excellent,
- satisfactory, and
- unsatisfactory.

The third and fourth questions of most sections related to the **specific services** that the DOA division provides. To address the *timeliness* and *quality* aspects of each service provided, the DOA division could be graded as:

- satisfactory,
- unsatisfactory, or
- not applicable.

In this report, the core services provided by each DOA division are combined and represented in a chart to show overall satisfaction with the services performed. An opportunity to comment was also provided after each survey question. The remaining questions of most sections were focused on specific areas that may be of interest to the overall departmental review. Finally, each section allowed the opportunity for participants to make general comments about the Division and/or inform the Legislative Auditor of any issues that should be addressed.

The Legislative Auditor initially contacted each participant agency by electronic mail. In the initial contact with the participant agency, the Legislative Auditor provided the participant with directions for completion of the survey, a link to the survey (entirely web based), and a unique username and password to access the survey.<sup>1</sup> After the participant agency completed all sections of the survey, the Legislative

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<sup>1</sup>Responses to the survey questions were to be made from the perspective of each participating agency – not the end user. For example, for the section on the Public Employees’ Insurance Agency, the survey participant was to respond in the capacity as the agency benefits coordinator – not as a recipient of personal health insurance.

Auditor provided the agency administrator with an authentication code.<sup>2</sup> After the administrator reviewed each survey section, he or she submitted the final version of the electronic survey using the authentication code. Web development and technical assistance for the survey was provided by the West Virginia Legislature's Office of Reference and Information.

## Response Rate

Of the 129 original agencies surveyed, 92 agencies (71%) completed the survey. Although the response rate may seem low, several decisions were made by agency officials causing the lower response rate. First, the Secretary of the Department of Administration instructed his agencies to not complete the survey. He determined that he did not want the DOA agencies commenting on other agencies falling under the DOA purview. The survey was designed so that even the agencies within the DOA could complete it for every surveyed division except their own. This decision eliminated the responses from not only the agencies that were the subject of the survey, but also the other agencies in DOA that were not. Second, the Department of Environmental Protection (DEP) received a total of 15 surveys for each agency that falls under its purview. DEP chose to complete one survey for the entire entity. One agency under DEP had partially completed the survey, and one board fully completed the survey before the DEP decision was made. Third, several of the surveyed boards share staff. Thus, the staff sent one response for the Board of Massage Therapists and the Board of Acupuncture, and the staff sent one response for the Environmental Quality Board and the Air Quality Board. Considering these decisions, the number of possible completed surveys declined to 100. **Therefore, the adjusted response rate was 92 percent.**<sup>3</sup> A full list of agencies that were surveyed including whether or not a completed response was received is included in Appendix B.

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<sup>2</sup>The purpose of the authentication code was to add a layer of integrity to the responses to the questions, since the participant agency administrator was permitted to delegate the answering of survey questions to appropriate staff.

<sup>3</sup>Six agencies partially completed the survey. These responses were included in the survey results, but not included in the overall response rate.



## Board of Risk and Insurance Management

The mission of the Board of Risk and Insurance Management (BRIM) is to provide a comprehensive risk management program to agencies and to assure satisfaction through the ethical and cost conscious expenditure of funds.

### Section Highlights

Of the surveyed agencies that responded to this section, 96 percent have received insurance coverage provided by BRIM in the past three years. BRIM scored highly on its responsiveness and ease of communication with other agencies with 96 percent of respondents being satisfied or better. BRIM was also described by 89 percent of the respondents as providing adequate and thorough coverage for their agency, 9 percent did not know or the question was not applicable, and only 1 percent was not satisfied. Six percent used supplemental insurance from the private sector for reasons such as excess liability and fiduciary insurance. Half of the respondents have filed a claim in the last five years. The overall satisfaction with the claim resolution and its timeliness was 97 percent and 95 respectively. Concerns pertaining to premium increases and the lack of small agencies' relevance to the BRIM yearly questionnaire were voiced in the comments section. The survey results are provided below. A complete listing of written comments from the participants can be found beginning on page?

1. *Has your agency received insurance coverage that is provided by the Board of Risk and Insurance Management (BRIM) in the past 3 years?*

- a. Yes = 91 (96%)
- b. No = 4 (4%)

2. *Is your agency statutorily required to use the services of BRIM?*

- a. Yes = 86 (97%)
- b. No = 3 (3%)

- 
3. *Please describe the level of responsiveness and ease of communication between your agency and BRIM when requesting services and/or support?*
- a. Excellent = 44 (47%)
  - b. Satisfactory = 46 (49%)**
  - c. Unsatisfactory = 4 (4%)
4. *Does BRIM provide adequate and thorough coverage for your agency?*
- a. Yes = 76 (89%)**
  - b. No = 1 (1%)
  - c. Don't know or N/A = 18 (9%)
5. *Does your agency use any supplemental insurance offered by the private sector in addition to the coverage provided by BRIM?*
- a. Yes (Please explain the reason(s) why supplemental insurance is used = 6 (6%)
  - b. No = 88 (94%)**
6. *Is your agency satisfied with the information BRIM provides to your agency regarding your insurance coverage?*
- a. Yes = 85 (91%)**
  - b. No = 8 (9%)
7. *What types of insurance coverage does BRIM provide for your agency? (Please check all that apply)*
- a. Property (includes building, office equipment, etc.) = 83 (36%)
  - b. Automobile = 62 (27%)
  - c. General liability = 87 (38%)**
8. *Has your agency filed a claim with BRIM in the past 5 years?*
- a. Yes = 46 (50%)
  - b. No = 46 (50%)



**9.** *Was your agency satisfied with the resolution of your claim(s)?*

**a. Yes = 56 (97%)**

**b. No = 2 (3%)**

**10.** *Was your agency satisfied with the timeliness of your claim(s)?*

**a. Yes = 55 (95%)**

**b. No = 3 (5%)**



**Please Note:** This section contains the written comments of the agency administrators that participated in the web-based survey of the Department of Administration. Every attempt has been made to ensure the anonymity of the providers of the comments. The Legislative Auditor **has not edited these comments** in any way except for removing

- the voluntarily surrendered name of the agency making the comment,
- the name of any program that is directly related to the commenting agency,
- any specific dates that could be directly tied to the commenting agency, and
- the names of any individual portrayed negatively.

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## Comments on the Board of Risk and Insurance Management

### Supplemental Insurance?

1. **[name redacted]** underwriter for BRIM is **[Insurance agency name redacted]**.
2. I do not know the answer to No. 5 since that is handled by another division of our agency.
3. Coverage for the **[program redacted]** activities
4. The **[name redacted]** is in the process of securing insurance coverage from BRIM.
5. Fiduciary insurance for Retirement Plan Other as provided by WV Code **[section redacted]**.
6. For **[program redacted]** We are responsible for participants of the **[program redacted]**.
7. Excess Liability - Lack of Sovereign Immunity
8. As an active **[name redacted]** we have supplemental insurance for **[name redacted]** liability insurance.

### General Comments / Other Issues

1. No Comment agency is satisfied.
2. It would save the State money if the **[name redacted]** was given mandatory first refusal as counsel from its Third Party Providers.
3. All contacts with the staff and Director have been courteous and helpful.
4. Unsure of the answer to question #2.
5. The questionnaire each agency is required to complete each year fro BRIM does not apply to smaller Boards such as ours. BRIM needs to re-do the questionnaire to make it applicable to all agencies or do one for smaller agencies.

6. I find the forms that need to be completed very confusing. The BRIM staff seems very knowledgeable but its a case of trying to understand what they are doing on their level and I don't have their background or expertise.
7. This Agency has not filed a Claim; therefore, Question No. 9. and 10. do not apply.
8. BRIM does not have the authority to speak for the **[name redacted]** agency in matters of subrogation. (While we have not filed claims, BRIM represents individuals who file claims and have **[name redacted]** coverage.)
9. I am unable to provide responses to questions 6-10 so please disregard.
10. Administrative Services for the Secretary's Office is provided by the **[name redacted]**.
11. Our premium for FY2008 was **[amount redacted]** but when we received notification of our FY2009 premium it was increased to **[almost four times the FY 2008 amount]** with no explanation for the increase - we have not filed a claim in the last ten years. After contacting the Secretary of **[name redacted]** and Secretary of **[name redacted]** our FY2009 premium was readjusted to **[amount redacted]** which is still a 100% increase from FY2008 but were still given no justification for the increase. We were also advised it will increase again in FY2010 to approximately **[almost four times the FY 2008 amount]**.
12. no one at **[name redacted]** is aware of getting any information regarding our coverage in general (see question #6) but overall we are satisfied. Our claims have been handled courteously and timely.
13. 1. Policy changes, deductible parameters, coverage areas and limitations continually are revised without discussion/input from agencies (captive audience) 2. They have been very responsive to request to add items to our policy such as museum artifacts on loan to us, leased property such as the **[item]** at **[name redacted]**. 3. There have been instances where Loss Prevention Inspection request have not given credit for past recommendations having been addressed as well as incorrect information/ conclusions being improperly included and/or prematurely shared with the agencies.

14. None
15. With regard to question 4 above, we answered yes, but with the caveat that BRIM is not intended to provide all the coverages we need. To the extent they have provide coverage for our needs we use them and they have been good as indicated. However, the Legislature did not intend for the entity to acquire all its insurance needs through BRIM.
16. I feel their rates are too expensive for small licensing boards.
17. Our interaction with this agency is limited. In general, we complete questionnaires each year and make premium payments. We are a small agency requiring little insurance maintenance
18. All personnel very courteous, responsive and knowledgeable. Was rating issue that was never completely resolved but rates were reduced. Since premiums provided separately by Legislature was not detriment to this agency (i.e., did not reduce operating funds for other purposes).
19. None at this time
20. BRIM has done an excellent job handling all needs and concerns in a timely and professional manner. BRIM takes every opportunity to train and assist in reducing harm to our agency as well as the State.
21. Very cooperative and helpful staff. thank you.
22. Better timely information about claims is needed.

## Consolidated Public Retirement Board

The West Virginia Consolidated Public Retirement Board (CPRB) manages the collection and investment of the public employee retirement contributions and guarantees that all transactions are completed according to the law and in a timely and accurate manner.

### Section Highlights

CPRB received a mark of satisfactory or above by 89 percent of respondents regarding its level of responsiveness and ease of communication with the agency. The timeliness of inquiry response and adequacy of information dissemination was rated as 79 and 85 percent satisfactory respectively. Although CPRB attained high marks in these areas, individual comments described were more problematic. Specifically, CPRB’s automated telephone system and voicemail processes were claimed as being difficult. The timeliness of return phone calls was also mentioned as an area of concern. The survey results are provided below. A complete listing of written comments from the participants can be found beginning on page?

1. *Does your agency employ a benefits coordinator or an individual responsible for disseminating information regarding retirement benefits managed by the Consolidated Public Retirement Board (CPRB)?*

- |                              |            |   |           |              |
|------------------------------|------------|---|-----------|--------------|
| a.                           | <b>Yes</b> | = | <b>59</b> | <b>(63%)</b> |
| b.                           | No         | = | 25        | (27%)        |
| c. Not applicable = 10 (11%) |            |   |           |              |

2. *Please describe the level of responsiveness and ease of communication between your agency and the CPRB when requesting support.*

- |                              |                  |   |           |              |
|------------------------------|------------------|---|-----------|--------------|
| a.                           | <b>Excellent</b> | = | <b>59</b> | <b>(63%)</b> |
| b.                           | Satisfactory     | = | 25        | (27%)        |
| c. Unsatisfactory = 10 (11%) |                  |   |           |              |

3. *Does CPRB provide responses to your agency’s inquiries in a timely manner?*

- |                              |            |   |           |              |
|------------------------------|------------|---|-----------|--------------|
| a.                           | <b>Yes</b> | = | <b>71</b> | <b>(79%)</b> |
| b.                           | No         | = | 9         | (10%)        |
| c. Not applicable = 10 (11%) |            |   |           |              |

4. *Does CPRB adequately provide information to your agency about the rules, regulations, and benefits which apply to retirement?*

|                            |            |   |           |              |
|----------------------------|------------|---|-----------|--------------|
| a.                         | <b>Yes</b> | = | <b>77</b> | <b>(85%)</b> |
| b.                         | No         | = | 8         | (9%)         |
| c. Not applicable = 6 (7%) |            |   |           |              |



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## Comments on the Consolidated Public Retirement Board

### General Comments / Other Issues

1. The agency is difficult to reach and rarely returns calls. The agency fails to respond to all requests for information regarding employees and benefits information. the agency is poorly managed and has severe communication problems. They promise to contact individulas within 24 hours and fail to call back for weeks if not months.
2. Automated phone answering system vs real people to talk with and ask questions in a timely manner.
3. CPRB STAFF HAVE BEEN VERY HELPFUL. WE REALLY APPRECIATED BEING ABLE TO MAKE AN APPOINTMENT ON A SATURDAY MORNING RATHER THAN TAKE UP WORK TIME AND ANNUAL LEAVE.
4. Have not had any dealings with CPRD yet.
5. It is recommended that the Legislature allow a retiring employee to withdraw all employee contributions made by the individual who is retiring as opposed to forcing people to assign it to the surviving beneficiary. These funds were earned by the employee and paid by the employee alone and the individual should have a choice. This does not relate to agency contributions.
6. We are a small agency and our payroll and benefits coordination is through the **[name redacted]** Office, so most information (other than information on the website) comes through the **[name redacted]** Office payroll administrator. Information on the website appears to be helpful.
7. the yearly statements which are prepared are not recieved by **[name redacted]** employees until several months into the new year usually may
8. **[name redacted]** has only a few employees in the “old” Teachers Retirement System and no employees in PERS so our relationship with CPRB isn’t the same as other agencies whose main retirement system is under CPRB.

9. I may have questions on behalf of employees and the responses have been satisfactory and in appropriate time.
10. The rating for timeliness in #3 is adequate not failing. My rating for #2 would increase if I could get a response more quickly. I don't like getting voicemail when I call and then waiting, sometimes for an extended period of time, for a return call. Then, if the call is returned when I am either out of the office or on another line, I have to go through the voicemail/return call process all over again. It is very frustrating. Their customer service orientation definitely could be improved.
11. There is a lack of communication/information regarding retirees insurance benefits.
12. Administrative Services for **[name redacted]** Office is provided by the Operations Division of **[name redacted]**.
13. CPRB has provided outstanding support to this agency, providing assistance and training as required.
14. CPRB has always been good to work with and we have not had any problems
15. Any changes to active or retiree information should be communicated via memorandum or email to the agency benefit coordinator
16. 2. Hard to reach a live voice. Don't have listings of Employees and job duties, therefore it is a shot in the dark to know who to speak to. 3. Slow
17. The **[name redacted]** is under the **[name redacted]**; thus, our employees refer any questions to the **[name redacted]** Benefits Coordinator.
18. Only problem was for the most recent retiree. The problem may have been caused by their move.
19. Information is only supplied upon request. We would benefit from a collaborative working environment of information exchange.

20. The staff has been friendly and ready to help, however the process of getting inquires answered about the retirement system at times has taken several months to get clarification. Lack of correspondence to the agency of changes, updates, etc. Workshops could be helpful for agency benefit coordinators.
21. CPRB employees rarely answer their phones, 99% of all calls go to voicemail and messages are not promptly returned. There is no cross training, every question our agency has can only be answered by one person and if you are unlucky in guessing which one person to call when you do finally receive a return call you must wait again for the only one who can answer your particular question to call and that's if the person you spoke to sent you to the right one person that can answer your particular question.
22. The operations division **[name redacted]** process our payroll and any retirement issues. The coordinator is an employee of **[name redacted]**.
23. Services have improved. CPRB does not keep the agency or employees informed of changes.
24. Again, we are a small agency and there is limited interaction with the retirement board. Our last retiree was in November, 2005. In general, communications occur and information disseminated as needed
25. Have always had excellent relations with agency; in particular, excellent advice given by Terasa Miller when **[name redacted]** were accepted into PERS. Estimated costs of entrance into program, estimates of costs of buying past service credit, estimates of retirement benefits all accurate, complete and timely given.
26. Always very professional and courteous while working with the staff here at **[name redacted]**. The staff at PEIA have a wealth of knowledge and are very willing to share.
27. The **[name redacted]** has not utilized the services of CRPB.
28. Your responses of Yes or No do not allow for an agency to share its satisfaction or dissatisfaction with the questions being asked.
29. Our agency's benefits coordinator answers questions/concerns as needed based on specific requests.

## Ethics Commission

The Ethics Commission administers a code of conduct for public servants and promotes the public's confidence in the integrity and impartiality of governmental actions.

### Section Highlights

Of the surveyed agencies that responded to this section, only 46 percent have requested an advisory opinion from the Ethics Commission in the past five years. Based on the comments portion of this section, much of the interaction with the Commission is in the form of informal inquiries and advice requests. Overall, the participants stated that the Commission is very helpful and timely in its responses and performing requested training events. The survey results are provided below. A complete listing of written comments from the participants can be found beginning on page?

1. *Please describe the level of responsiveness and ease of communication between your agency and the Ethics Commission when requesting services and/or support.*

- a. Excellent = 56 (58%)**
- b. Satisfactory = 24 (25%)
- c. Unsatisfactory = 1 (1%)
- d. N/A = 15 (16%)

2. *Has your agency requested an advisory opinion from the Ethics Commission in the past five years?*

- a. Yes = 44 (46%)
- b. No = 52 (54%)**

3. *Did the Ethics Commission respond to your requests in a timely manner?*

- a. Yes = 71 (99%)**
- b. No = 1 (1%)



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## Comments on the Ethics Commission

### General Comments / Other Issues

1. The Ethics Commission has always responded in a timely manner.
2. Have had several phone calls over issues but no formal opinions.
3. Awaiting ethics ruling on use of personal aircraft for state business.
4. Although we have not had occasion to use the services of the commission recently, in years past they were very responsive and helpful.
5. I did not respond to question “3” because we have not had to contact this agency.
6. I found the Ethics Commission to be very helpful and prompt.
7. We did attend a training that they developed a couple of years ago and it was very good and very helpful. This has been our only contact with them in the last five years.
8. Staff have been readily available and offered informal opinions when asked.
9. Our agency has limited contact with the Ethics Comm’n. but whenever I have had occasion to ask questions about certain issues, the responses have been immediate and thorough.
10. Although I don’t believe we have requested an actual advisory opinion, we have requested advice. Each time, the Ethics Commission was prompt and very helpful
11. I would like for the Commission to provide either verbal counsel and/or written guidance more quickly. Many times, timing is critical when dealing with the issues involved.
12. Professional and prompt high quality staff
13. Very helpful when called upon. They have been eager to assist.
14. we are very satisfied.



15. The **[name redacted]** in the year that it has existed has not had to secure an opinion from the Ethics Commission.
16. The Commission is always available to assist with our questions, in a timely fashion.
17. We have not had the opportunity to use the services of the Ethics Commission.
18. I'm very pleased with the ability to ask questions and get immediate answers for smaller issues.
19. My experience with the Ethics Commission has been very good. The staff there is always accessible and helpful. The assistance provided has been timely and professional. I have contacted the Ethics Commission on various matters over the past few years and have been pleased with the responsiveness.
20. We find the Ethics Commission personnel to be very responsive and, more importantly, reasonable and knowledgeable in their interpretation of the law to any situation.
21. Our contacts have been few and related primarily to our part-time Commission members.
22. We have not requested any services from the Ethics Commission
23. They provide excellent service.
24. Each year, the **[name redacted]** with the **[name redacted]** obtains the annual Financial Disclosure Statement form from the WV Ethics Commission's website, completes it, and mails it to that Commission in early January, prior to receiving the form by mail from the Commission. (He does this because the last two weeks of January are an extremely busy time for him.) A few days after the February 01 deadline for filing that Statement, the Commission will call the **[name redacted]** and ask where his Statement is. After being told that he filed the Statement back in early January, the Commission then investigates and calls back to say they had found the timely filed Statement.
25. Commission has developed body of administrative law that is now quite extensive. More enforcement power should be given to force compliance.

26. Ethics Commission has been very professional in discharging of its duties
27. Each and every interaction with the Ethics Commission has been very professional and positive. The entire staff is a great source of information.
28. Very pleased with the responsiveness of the Ethics Commission.
29. We have asked for an Ethics presentation for our board and the commission gladly came to our board meeting and gave an excellent presentation.
30. The **[name redacted]** has not asked for any formal opinions or advisory opinions. The Office has asked for verbal advice and has received answers in a timely fashion. In addition, the **[name redacted]** has used training provided by the Ethics Commission in a couple of instances and we were very satisfied with the training provided.
31. The Ethics Commission has presented information at several of our conferences. The presentations have been professional and the Commission staff has been responsive to our requests.

## Finance Division

The Finance Division provides financial management of the State's resources through the:

- implementation of improved financial and budgetary accounting information systems,
- preparation of a Comprehensive Annual Financial Report (CAFR), and
- by requiring an annual independent audit of the State's financial records.

### Section Highlights

Of the surveyed agencies that responded to this section, 91 percent utilized the services of the Finance Division. In the key themes of the survey (communication, quality, and timeliness), the Finance Division scored satisfactory or above consistently with 99, 81, and 81 percent respectively for each theme. Additional questions for this division were directly related to West Virginia Financial Information Management System (WVFIMS). Although the scores for questions regarding WVFIMS did not show a majority of unsatisfactory performance, the comments of individuals combined with **nearly a quarter of respondents stating that WVFIMS is not user friendly** shows some dissatisfaction. The comments that were critical of WVFIMS were directed mostly at the platform itself. Comments were complimentary of the Finance Division staff. The survey results are provided below. A complete listing of written comments from the participants can be found beginning on page?

1. *Does your agency utilize the services of the Department of Administration's Finance Division?*

**b. Yes = 86 (91%)**

c. No = 8 (9%)

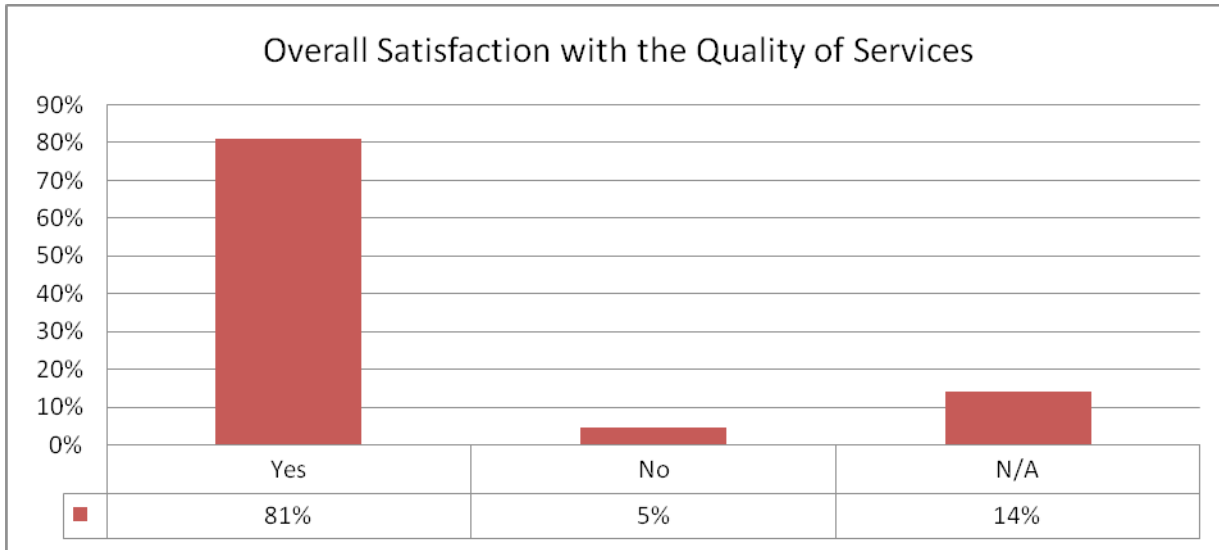
2. *Please describe the level of responsiveness and ease of communication between your agency and the Finance Division when requesting services and/or support.*

**b. Excellent = 55 (63%)**

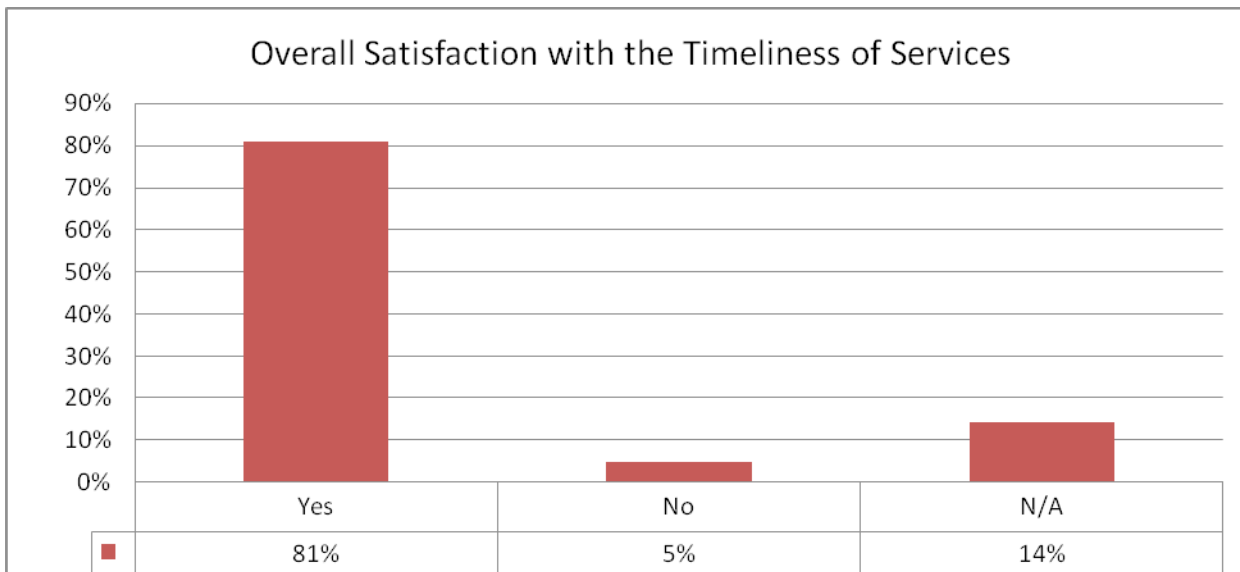
c. Satisfactory = 31 (36%)

d. Unsatisfactory = 1 (1%)

3. *Is your agency satisfied with the quality of services that have been performed by the Finance Division for your agency during the last three years? (Please select “N/A” if your agency does not utilize that particular service.)*



4. *Is your agency satisfied with the timeliness of services that have been performed by the Finance Division for your agency during the last three years? (Please select “N/A” if your agency does not utilize that particular service.)*



5. *Does WVFIMS serve your agency's needs?*

**b. Yes = 76 (86%)**

c. No = 9 (10%)

d. Not applicable = 3 (3%)

6. *Does your agency find WVFIMS to be user friendly?*

**a. Yes=62 (70%)**

b. No = 20 (23%)

c. Not applicable = 6 (7%)

7. *Does your agency find that WVFIMS provides an accurate and timely platform for reporting financial information?*

**a. Yes = 68 (77%)**

b. No = 13 (15%)

c. Not applicable = 7 (8%)



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## Comments on the Finance Division

### Quality of Services

1. Agency is satisfied
2. The Finance Division have always been helpful and responsive to our needs.
3. Until the past few months, the Finance Division has entered all my expenditures on FIMS. They have always been prompt and very curious and always willing to help in any way possible.
4. They do a great job! The Dept of Finance takes care of paying all our invoices and payroll. It's a wonderful service!
5. would suggest FIMS software program needs to be updated and made more user friendly
6. I am not able to comment on this Division as I don't interact with them directly.
7. General comment: Difficult for us to answer fairly - **[name redacted]** is our contact point. We rarely deal directly with DOA's Finance Division.
8. FARS has consistently provided excellent information, assisted in problem-solving and directed us to others in state government when appropriate.
9. Our office prepares documents for the budget division relating to budget requests and expenditure requests. We frequently request assistance and we have questions. Responses have been very informative and helpful at all times. Our staff appreciates the professional attitude of the budget analysts. Any inquiries made of that office have generated thoughtful and timely responses.
10. The services of the Finance Division could be greatly improved for all state agencies by providing more training on the agencies' daily activities associated with their areas of responsibilities.
11. We receive many questions from other state agencies that feel they don't receive guidance and want to know how we are handling.
12. No training available for new employees on WVFIMS.



13. we are very pleased. SAGA issues are handled very quickly. Assistance with Crystal reporting is excellent.
14. I a weekly meeting with the Finance Division, and an opportunity to discuss any problems my Division has.
15. We typically receive a response to requests for assistance within 24 hours.
16. Have not experienced any problems with this Division - service has always been excellent.
17. Training services would benefit from evaluation of targeting adult learners. Interactive materials and resources would aid this effort. This would include providing up to date handbooks regarding procedures and policies.
18. The Budget Office within Tax & Revenue provides excellent service. Explanation of financial policies, procedures, training, and training materials lack adequate detail. Specifically State Agency Grant Award training is nonexistent.
19. Christine Sforza has always been more than helpful to this agency and it's unique small agency needs.
20. Excellent and professional
21. Quality of service is excellent. Mr. Taylor and his staff have been assisting us over the last sixty days and have been very professional and informative. We simply could not expect or request anything more or them, simply put, they are pros.
22. We have used DOA Finance Staff to present at our Payment Processing/State Auditor's Conferences. Very well received by attendees.
23. At the Agency level we do not input information into WVFIMS. We use the REMIS system to input data. I believe the system is outdated and the programs should be better linked to work together.
24. a. We are satisfied with the services from the employees but not with the WVFIMS system. d. The training material provided by the Division of Finance for WVFIMS has discrepancies.

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### Timeliness of Services

1. Agency is satisfied
2. All services have been received in a very timely manner.
3. I need additional training on FIMS and will be contacting them about setting up a time. At present, I have been doing my FIMS transactions with help from Office Personnel.
4. Same comment as #3.
5. See comment on #3.
6. With the system of checks and balances needed it would be more useful if agency financial information could be made available closer to the close of each month. Getting this information 10-20 days after the end of the month is often too late to address the problem.
7. Any problems we are having are resolved in our weekly meetings.
8. See above comment regarding up to date handbooks.
9. WV FIMS needs a consolidated structured, consistent program for accounts receivable. Closing book forms are not placed on FARS website until 7/1. Due dates begin to occur 7/11. The forms should be ready by 5/30 to allow proper planning. Data processed to FARS is not reviewed timely & communicated to agencies timely. New initiatives are not communicated timely, specifically State Agency Grant Awards.
10. See above
11. Excellent
12. Timeliness of services is excellent. Mr. Taylor has a well oiled machine and demands professional courtesy from his staff to the customer and receives it. Mr. Taylor staff does a terrific job of providing consulting services and solutions to problems.
13. d. We asked for WVFIMS training in April 2007 and were told to use the WVFIMS training manual because no one was available to train. Training was finally offered a year later.

### General Comments / Other Issues

1. Agency is satisfied
2. The State is about to spend alot of money on enterprise software. We do not the people (in numbers) to use the software.
3. The only problems that we have encountered is with the transition of authorization to new employees for access to the systems. This could more efficient and timely.
4. AS I stated before, I am not familiar with all the functions that are out there, but hope to be trained soon.
5. although we said yes to #6 we still believe it could be improved.
6. Historically this Board has depended upon the Division of Accounting (formerly **[name redacted]** and then to **[name redacted]**)for processing payables. Since the implementation of fees for this service as well as entering payroll into FIMS, we find that the need is here to take care of payables on our own but the Director already wears a hundred hats and time is the issue. We appreciate the help of Accounting but would request that fees be commensurate with available funds.
7. While FIMS is adequate and far superior to prior systems, it does need to be brought into the 21st century. Reporting needs to be easier.
8. There are accaisions where other financial software does provide better reports.
9. The WVFIMS system is antiquated and has been patched throughout the years to accommodate changes necessary to continue functioning as well as possible. It needs to be replaced with a system that is more user friendly. The State needs to move toward an integrated process for all financial functions to replace the various,fractured systems that exist today.
10. We appreciate their assistance, timeliness and professionalism.
11. WVFIMS does not provide adequate reporting capabilities to our agency possibly due to the lack of training being available.

12. one problem with the WVFIMS system - unless transactions are through the first approval level, they do not show up in a crystal report. the Team system and the Vendor registration system should be connected so agencies do not have to check both places for compliance. This is a duplication of effort and should be consolidated.
13. Would like to see more hyperlinking capabilities in WVFIMS as a (near) future upgrade.
14. The Finance Division provides us with a weekly up-date of our accounts.
15. While WVFIMS serves our needs it can be expanded. It is time for the state to expand WVFIMS to include one comprehensive accounting that includes Human Resources, Accounting, Accounts Receivable, Accounts Payable, Budgeting and reporting in Windows/Web environment.
16. FIMS system has a long learning curve and is difficult to navigate the various menus.
17. WVFIMS should be updated to a windows environment in order to be more user friendly. Also, the financial reporting capabilities of WVFIMS, or its successor should be enhanced.
18. FIMS is accurate but not immediate. Refreshing the warehouse as entries are made would greatly improve reporting.
19. The **[name redacted]** uses WVFIMS for day to day processing of payments, transfers, etc. We have to convert this data to full GAAP based financials due to the requirements of bonds, CAFR etc. As such, the agency uses **[name redacted]** software for financial reporting. If there were one system in state government that would operate on both cash and accrual accounting it would be helpful.
20. Agencies should be trained in reporting from FIMS, using ad hoc reporting tools. System allows for extensive reporting, currently not completely used.
21. Excellent

22. Very happy with services provided by the Finance Division and continue to be impressed with all that they bring to the table. We look forward to working with them and once again appreciate all that they do.
23. Outstanding Employee - Tammy Scruggs
24. FIMS is ok as far as it goes, but it does not meet some basic needs of the agencies.
25. I believe the **[name redacted]** finance system needs to be updated.
26. FIMS is dated. Crystal reports are used to find historical information that new products can produce much quicker and easier.
27. The State's FIMS system is antiquated and needs to be replaced. The reporting functions in FIMS are non-existent. In order to mine for data, a person must use Crystal Reports which alone is not complicated, but tied to the FIMS tables is very complicated. IF the State had an integrated financial system that looked at the entire process of purchase to payment and if the system tied in procurement, payables, receivables, fixed assets, warrant information, etc in one place and which had "drag and drop" capabilities for reporting, the State would be moving into the 21st century. As it stands, we are using technology implemented during the early 1990's based upon technology developed in the late 1970's. It's time for a change!
28. The Finance Division responds to our needs. However, the WVFIMS system is not meeting the needs of the agency. Most accounting systems provide reports, but WVFIMS does not.



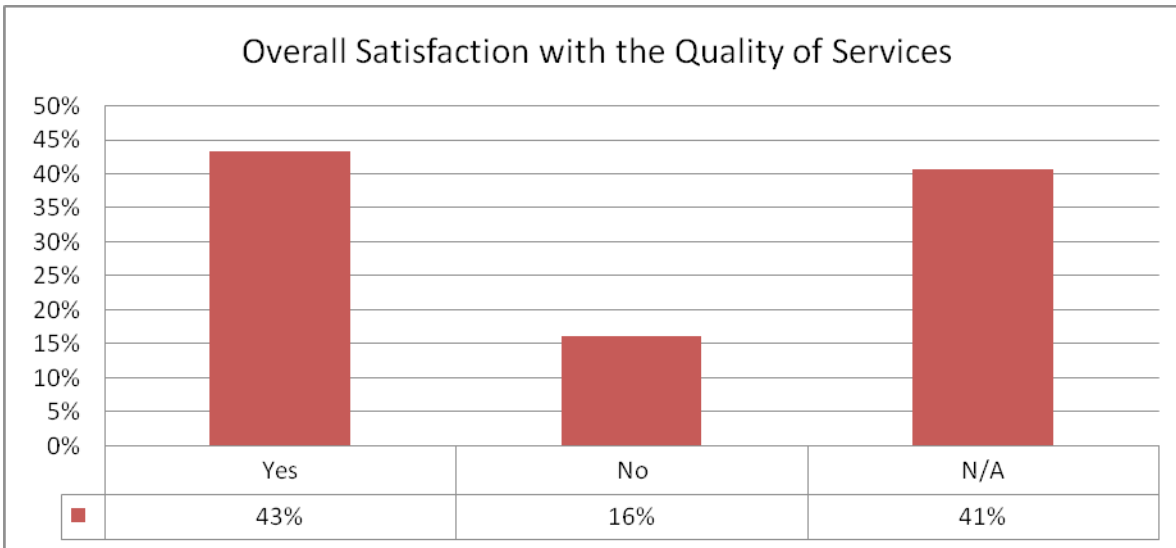
## General Services Division

The mission of the General Services Division is to provide a positive, safe, and comfortable environment for employees and visitors in all buildings owned and operated by the State of West Virginia. The General Services Division also supports other state agencies through statewide asbestos abatement coordination.

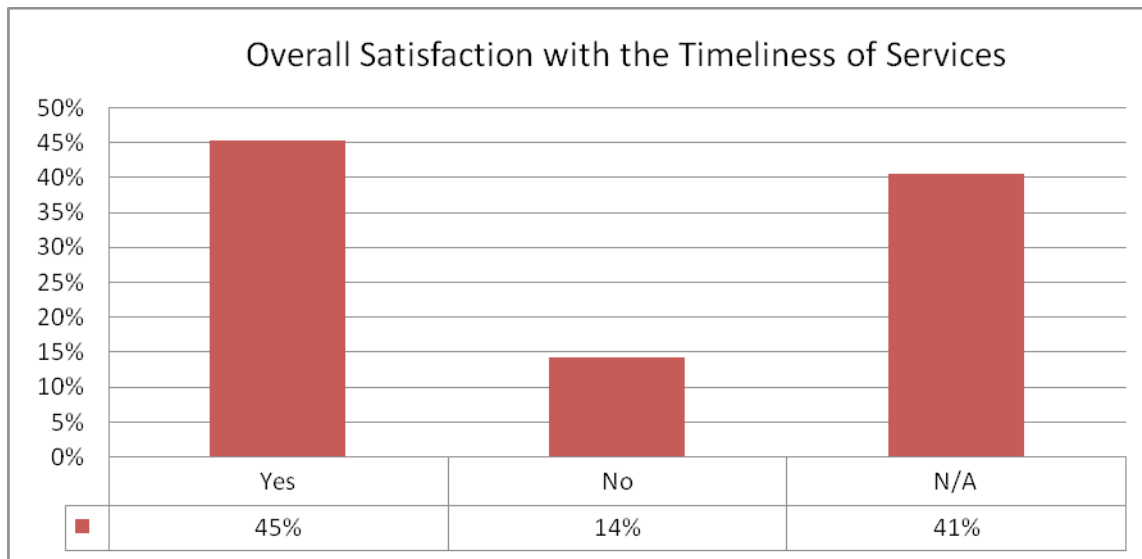
### Section Highlights

A majority of the surveyed agencies that responded to this section – 54 percent – do not utilize the services of the General Services Division. Eighty-two percent of the respondents that do utilize the services of the Division rated the ease of communication with and responsiveness of the Division as satisfactory or above. The overall satisfaction with the quality and timeliness of services performed was 43 and 45 percent respectively. Many respondents replied not applicable to these questions. The comments portion of this section identified specific problems in each of the five service areas included in the survey. These comments identified problems with timeliness, quality, and communication. Fifty-two percent of participants indicated that the Division had shown signs of improvement during the last three years. The survey results are provided below. A complete listing of written comments from the participants can be found beginning on page?

1. *Does your agency utilize the services of the General Services Division?*
  - a. Yes = 43 (46%)
  - b. No = 51 (54%)**
  
2. *Please describe the level of responsiveness and ease of communication between your agency and General Services Division when requesting services and/or support.*
  - a. Excellent = 12 (27%)
  - b. Satisfactory = 25 (56%)**
  - c. Unsatisfactory = 8 (18%)
  
3. *Is your agency satisfied with the quality of services that have been performed by the General Services Division for your agency during the last three years? (Please select “N/A” if your agency does not utilize that particular service.)*



4. *Is your agency satisfied with the timeliness of services that have been performed by the General Services Division for your agency during the last three years? (Please select “N/A” if your agency does not utilize that particular service.)*





5. *Has your agency seen improvements in the operations of the General Services Division over the past three years?*

- a. Yes = 23 (52%)**
- b. No = 13 (30%)
- c. NA = 8 (18%)



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## Comments on the General Services Division

### Quality of Services

1. I believe that General Services is the portion of state government that is responsible for several of the offices that **[name redacted]** occupies. The **[name redacted]** office seems to have continuous maintenance problems. In one instance one of our staff persons was treated to an impromptu “shower” when a water pipe burst in the ceiling over her head. The building itself is really not suitable for an office building. It is only nominally handicapped accessible - if a member of my **[name redacted]** staff had mobility challenges and needed to use the restroom, he/she would have to exit our portion of the building, go outside, and come in through another door in order to access the restroom facilities in the building. Thankfully we do not have this issue right now, but it could occur in the future.
2. Heating and cooling problems at **[name redacted]** regularly occur. On June 16, 2008, at 8:30 a.m., office temperature on the second floor already exceeded 80 degrees F. Sewage odors are common in the building. No fire drills have taken place since occupation of the building in 2005. The fire alarm does not alert the Charleston Fire Department. There is an on-going rodent problem. Several windows need repaired, one is cracked, one is shattered and one has the seal broken and stays fogged. Water pressure seems low as well.
3. Once or twice a year we have events at the Capitol. General Service is generally helpful and responsive.
4. The services rendered during renovations of the offices assigned to this agency were not at the level of expectations which were anticipated. Although there were other projects on-going at the time by General Services (the Food Court), it appeared that there was no coordination in the planning for the work performed. For instance, the carpenters had to wait for the proper materials, the painters (under contract) could not continue the painting project because there was no paint provided to them. It appears to me that knowing a project needs a supply of paint appropriate for the project would be planned in advance - not the day the paint is needed. Also, General Services was well aware that baseboards were needed to be placed before all the furniture was moved back

into the offices. However, there was no coordination of this aspect of the project so the baseboards had to be installed after the move back into the offices so there are areas that could not be reached so that will have to be done when another move is made. The workmanship is not the issue - the services rendered has been excellent. However, the planning apparently was never considered by those individuals at the coordination level of General Services. Not having the paint when needed by contractors being paid by the State is inexcusable when one considers that the exact same paint color and type is used throughout the Capitol complex. I tried to be very patient with General Services but the level of frustration during this project of some several months in length of time was overwhelming at times. I would hope that other agencies have not had the same experience.

5. some problems with regualting the heating and cooling within the office
6. a. Services provided are through **[name redacted]**, however, supervision and specficiations of contract are not satisfactory. e. No routine or preventive maintenance - fixes only when broken.
7. Bathrooms in Bldg 3 are not clean Climate control in Bldg 3 is non existant Poor snow removal in parking lot and in parking building poor response time for maintenance
8. Quality of custodial services leads a little to be desired
9. We are off campus, but when we try to utilize general services on matters required by our lease we have lethargic response at best. Multiple calls before we get a response.
10. some problems: the fence repair around the **[location redacted]** was preped very badly resulting in peeling paint. a water leak where the conduits come through the building improperly sealed resulting in loss of some equipment. dont not properly maintain the gardens by agreement at the **[location redacted]**.
11. **[name redacted]** was maintained by Sylvia Brown for many years. She was removed and placed elsewhere. She kept this place spotless and took pride in keeping the offices/bathrooms clean. Since she was moved, we have to ask in order to have the floors mopped and the trash is not emptied consistently. We've spoken to General Services about this and have seen only a slight improvement.

12. Carpets are dirty and walls need painting.
13. General Services has substantially improved under the leadership of current Director David Oliverio. We look forward to a continually improving working relationship.
14. We use them for moving office furniture.
15. Recent improvements have made substantial difference in all services. Current administration has professionalized the agency by hiring engineers and others with higher skill levels than previously available; has resulted in improvements at all levels. Seems that legacy staff has finally been recognized where appropriate (previous administration allowed very high salaries to few at top of administration, those doing the work never recognized). Current administration inherited the neglect and incompetence of last 30 years (which is not to blame the workers; neglect was fault of the management at higher levels). Great improvements made recently.
16. Painting project wasn't finished last year.
17. Custodial services - personnel are not trained and do not have proper supervision. Cleaning checklists are not apparent. Only areas that have traffic are cleaned. Supervisors do not check to see if cleaning has occurred. **[name redacted]** staff have to ask for the most basic of services to be performed. In years past, we have seen supervisors checking on the performance of custodial employees. When these types of checks were performed, the custodial staff took more pride in their work.
18. The professionalization of services, by acquiring highly qualified and skilled staff, has made a noticeable difference in the quality of work provided by the General Services Division. The availability of architects and engineers to properly plan and supervise work has been most beneficial. One specific example is the courtroom air conditioning project, which had languished for years. Within one month of being hired, Scott Mason took control of the project and it is now in the final stages of completion. This work has greatly improved the ability of the court to conduct proceedings in the courtroom without the excessive noise and periodic failures of the old system.

19. An area where General Services could improve would be to hold contractors accountable. Elevator and roof projects at the State Building 22 are prime examples. No one from General Services goes over the workmanship while contractors are on the job. Preventive maintenance for plumbing, electrical and HVAC are performed on a minimum basis.
20. Heating and air conditioning have been completely unacceptable and have caused serious health issues with several employees.

#### Timeliness of Services

1. Heating and cooling have been a problem since [name redacted] was occupied. Breakdowns have resulted in low temperatures and extremely high temperatures reaching 90 degrees F. Inadequate temperature controls in offices constructed by General Services make working conditions intolerable at times.
2. Custodial services have had an increase in improvement. I am quite satisfied with the responsiveness and the quality of the services. Other services such as electrical, HVAC, and carpenter services are very satisfactory and have maintained the same level of excellence through the past ten years or so. I am very satisfied with those services.
3. see comments above
4. Custodial services are very good.
5. We outsource the very little facilities maintenance for our space, outside of custodial services.
6. Our agency has attempted to utilize General Services for a construction project and for painting, but after three phone calls and several days of waiting there has been no response.
7. It takes too long to order & receive parts. Some problems have existed for months.
8. Temperature fluctuation in building 6
9. See comments on custodial services above.

10. The General Services Division has been very prompt in answering any request that we have for support. Architectural support and engineering support are always available in a timely manner. Support for general maintenance has improved compared to previous years, under the supervision of Fred Curry. Where once I would have dozens of requests pending, I have have three.
11. A. Custodial services have been excellent for special moves. B. Many emails to General Services go unanswered. Poor responses. Response time is not satisfactory. E. Minimum work performed on plumbing, electrical and HVAC.

#### General Comments / Other Issues

1. I don't believe that it is enough that the areas open to customers are handicap-accessible. The staff areas of the buildings also need to be accessible to those with mobility challenges.
2. We have seen improvement only in the last month when a new maintenance person was assigned to **[name redacted]**.
3. There should be a review of the management of General Services at the top administrative level. The managers of the separate areas such as carpenters, electricians, etc., seem to be quite competent but leadership in the Division does not seem to comprehend its role.
4. Improvements have been made with communication with management but have seen little improvement in work product.
5. see comments above
6. communications better
7. 5. Limited improvement Walkway pavers have vegetation growing in some areas. The pavers need to be reset to eliminate trip hazards.
8. We suggest more communication concerning pending and on-going projects so agencies have the opportunity to collaborate.
9. We have seen an improvement in General Services' service and response. The communication lines are more open.



10. (see above)
11. Outstanding Employee - Fred Curry
12. In the last two years the quality of service and support has become well coordinated and delivered
13. The use of outside contractors is often a cost effective way to complete a job, but there are exceptions. On occasions, there are jobs that are small but vital and should be done by in-house staff. The General Services Division should keep a sufficient number of skilled craft people to handle such special requests.
14. It seems that General Services would benefit from listening to the recommendations of their maintenance personnel assigned to the building. Many fixes are resolved with a temporary fix and not always fixed with long term consideration in mind.



## Public Employees' Insurance Agency

The Public Employees Insurance Agency (PEIA) administers insurance-oriented programs and services that protect, promote, and benefit the health and well-being of PEIA members.

### Section Highlights

Of the surveyed agencies that responded to this section, 78 percent employ a benefits coordinator or individual responsible for similar activities. This was important to note since the benefits coordinator would be the only individual to which this section would apply. PEIA's responsiveness and ease of communication was described by 89 percent as being satisfactory or better. The quality and timeliness of services provided to agencies was satisfactory to 78 and 76 percent of the respondents respectively. The most common concern expressed in the additional comments section was the implementation of the new web-based Benefits Administration System (BAS). According to respondents, issues with BAS stem from poor training prior to transition to the system. The survey results are provided below. A complete listing of written comments from the participants can be found beginning on page?

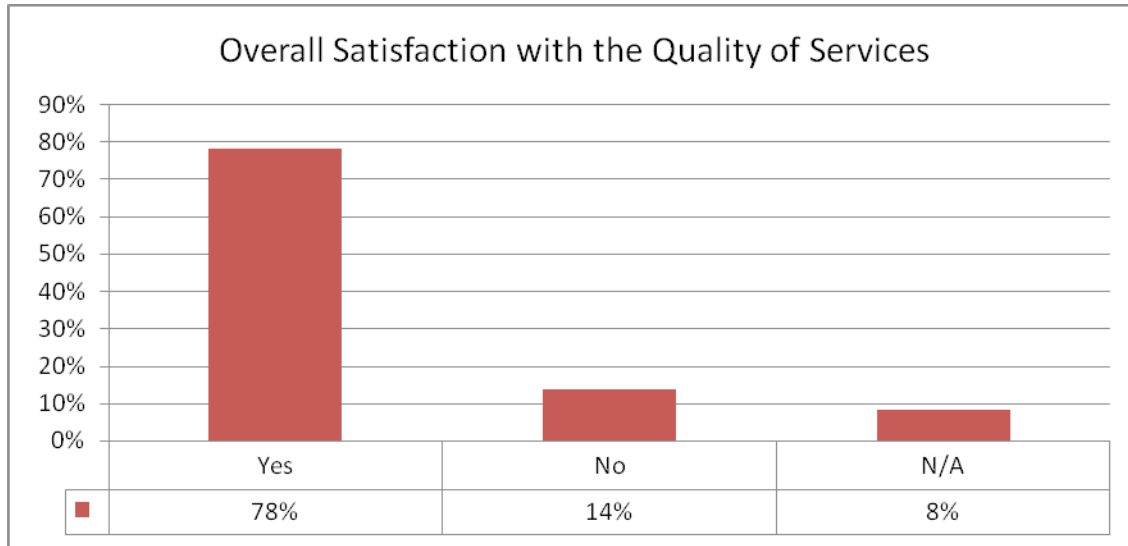
1. *Does your agency employ a benefits coordinator or an individual responsible for disseminating information regarding insurance benefits provided by the Public Employees' Insurance Agency (PEIA)?*

- a. Yes = 73 (78%)**
- b. No = 10 (11%)
- c. NA = 10 (11%)

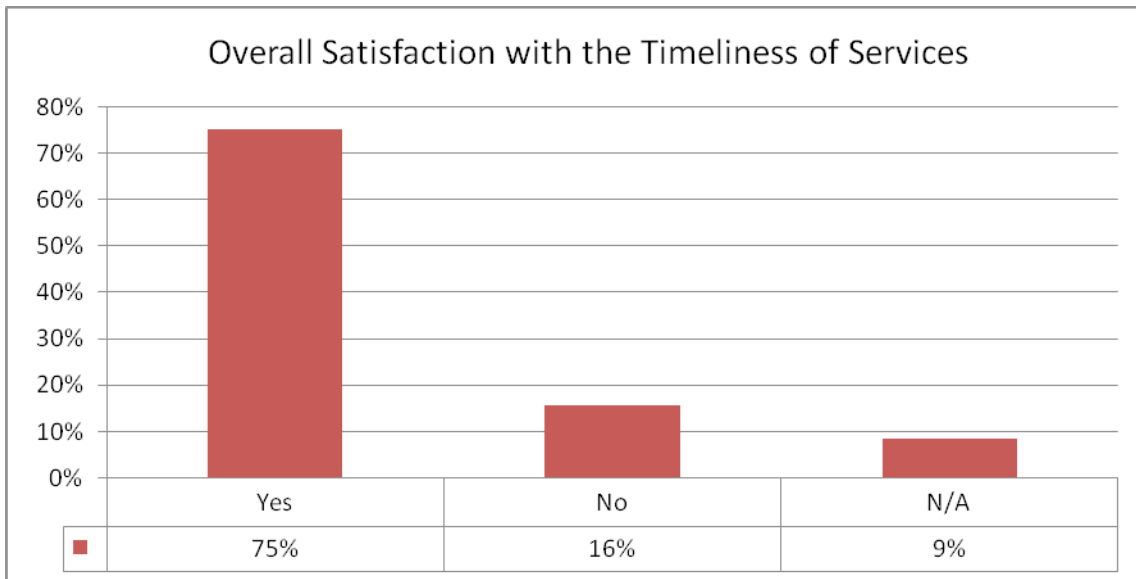
2. *Please describe the level of responsiveness and ease of communication between your agency and Public Employees' Insurance Agency when requesting services and/or support.*

- a. Excellent = 20 (22%)
- b. Satisfactory = 60 (67%)**
- c. Unsatisfactory = 10 (11%)

3. *Is your agency satisfied with the quality of services that have been performed by the Public Employees' Insurance Agency for your agency during the last three years? (Please select "N/A" if your agency does not utilize that particular service.)*



4. *Is your agency satisfied with the timeliness of services that have been performed by the Public Employees' Insurance Agency for your agency during the last three years? (Please select "N/A" if your agency does not utilize that particular service.)*



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## Comments on the Public Employees' Insurance Agency

### Quality of Services

1. satisfactory
2. All of these services are provided to our agency through the Health Department.
3. **[name redacted]** of the **[name redacted]** takes care of PEIA and Retirement payment and payroll matters. We as a Board are not enrolled in FIMS or EPICS and cannot access these reports. Div of Acct is paid by **[name redacted]** to take care of payroll and EPICS matters
4. We have had numerous problems with the administration of employee benefits.
5. Please note: Interaction is with **[name redacted]** benefits coordinator, not directly with PEIA. On occasion, staff have not had proper insurance cards after changing enrollment, causing them to refrain from purchasing medicines.
6. Our agency is a division of the **[name redacted]**. Benefits are handled by the **[name redacted]** Administrative Unit. We get good information from them, so we assume PEIA provides them with good information.
7. For the most part, PEIA has always provided good service in a timely manner. The one exception would be the recent change-over to the new Web Contributions payment system. While it is a much needed step, PEIA failed to provide adequate training to coordinators and sufficient "go live" time for the transition.
8. c. Will know more after 7/1. d. BAS/online billing - Currently there is difficulty in reconciling monthly invoices due to inaccurate information and not being able to change information in the system. System updates constantly. Delays in getting PEIA to respond to questions regarding billing. Some PEIA staff are not knowledgeable of new billing system. There is a lack of training on BAS. e. Enrollment and benefit changes = yes; Billing = No
9. In regards to the Benefits Administration System, dissemination of accurate info has been sketchy. No real training has been accomplished advising or providing guidance in paying invoices in the new system.

10. calls are not returned in a timely manner
11. Benefit coordinators need better response from PEIA when working on billing problems, this has been a concern to us
12. since the implementation of the web contribution system, all communication and assistance has greatly diminished. we are told the new system does not allow for corrections for over/under payment in months prior to the new system. we always have to leave messages and rarely talk to a person until they call back. not customer oriented at all. giving the employee the ability to change their benefits in the system sounds efficient and good but can result in major problems down the road for that employee. because they do not do this type of business often, there is a greater chance they may make an error and if it is not corrected, that employee may have a child that does not have insurance for a whole year. that just seems wrong to the taxpayers. there is much less chance of errors if changes were still handled by benefit coordinators. the new process seems effective except for the concern listed above. too, too many retirees are very unhappy with the Advantra program. they are a time in their life when they most need the benefits and have an increasingly harder time justifying and receiving those benefits. the face to face program is a good benefit for the employee because they are able to get some medications and/or testing done free. concern is that the employee must make another trip to talk to the face to face educator instead of getting education/information from their physician. why dont we hold physicians accountable for the information and pay them instead of adding another layer. the current system pays both the physician and the face to face educator - again, duplication of services.
13. The **[name redacted]** has only been in existence since **[date redacted]**.
14. The PEIA part of EPICS should be handled by PEIA
15. The new open enrollment is a vast operating improvement and the website is a very useful tool.
16. a. Limited communications b. Slow entering data and slow getting insurance cards to new employees. d. New billing system is difficult to use due to lack of training.

17. The **[name redacted]** is under the **[name redacted]**; thus, we contact the **[name redacted]** Benefits Coordinator with our PEIA questions.
18. Only problem is the new billing. Training was poor. Should have had hands on instead of on-line. Also, should have ran a month or two of old and new. Still having problems with new system.
19. Within the last three months, a new EPICS has been implemented. The system has been inaccurate, difficult to navigate, and not user friendly. PEIA staff have been very helpful during this change; however, the system has not improved.
20. There have been numerous extensions to the implementation of merging data between PEIA and EPICS. Employee information is not updated as promptly as required for the ease in benefit usage by the employee. Employee information is frequently entered incorrectly by PEIA causing disruption in employee benefits.
21. New billing: Poor training for benefit coordinators; PEIA employees were not adequately trained to help agencies; implementation of billing plan timelines was poor. New billing began before coordinators and PEIA personnel could train caused confusion and errors.
22. The coordinator has to continue contacting PEIA to see when insurance changes have been made, there is not good communication when they have made the changes.
23. We use the **[name redacted]** for our payroll, retirement and insurance. We do not directly deal with PEIA.
24. Only recently has the responsiveness improved. A new employee that was hired in the past 3 or 4 months has made the process better.
25. Sometimes complex in understanding - billing and general processes, but always completed and handled appropriately by PEIA staff
26. Excellent
27. The **[name redacted]** has not utilized the services of PEIA.



28. PEIA's general phone lines are tied up more often than not. It is difficult to contact specific PEIA staff members. The rollout of PEIA's new system has been fraught with problems. Large training sessions for Benefit Coordinators are not productive. Often the information given at these training sessions does not reflect "real-world" scenarios. The information at times has been in conflict with what Coordinators are later told in emails and phone conversations.
29. PEIA's quality of service has gradually gotten worse over the past year.

#### Timeliness of Services

1. We are satisfied with the timeliness of all of the above
2. All services are provided through the **[name redacted]** coordinator and have always been timely and helpful.
3. Same response regarding EPICS, agency staff does not do this, Div of Acct does this for us for a service fee.
4. Enrollment information needs to be mailed earlier. Insurance cards need to be sent to employees quicker.
5. Our agency is a division of the **[name redacted]**. Benefits are handled by the **[name redacted]** Administrative Unit. We get good information from them, so we assume PEIA provides them with good information.
6. Open enrollment information and on-line activity has been a problem for several years. Benefit Coordinators attend open-enrollment training but receive very little information and documents are not ready for review at that time. Also, the on-line system is a very frustrating process for PEIA members. It doesn't seem to get any better with the years of on-line enrollment. PEIA always seems to be behind the deadlines they set.
7. c. Will know more after 7/1. Due to size of our agency, **[name redacted]** needs another PEIA contact in regards to enrollment changes and billing.

8. We seem to have consistent problems with employees on monthly billings
9. there is a longer response time to agency questions and problems due to PEIA employees only being able to return calls at specific hours. this can create problems especially during payroll deadlines, resulting in corrections having to be made on future payrolls and reports.
10. A & B slow in providing information not enough lead time.
11. There are many occurrences of enrollee information not being updated within the 30-day period. Sometimes taking as long as 3-4 months. There have been two occasions where PEIA has confused the payments of **[name redacted]** premiums and posted to another account causing the appearance of delinquent payment by agency.
12. Time lines could improve. Open enrollment was coordinated good, however the information regarding ARC and New Billing could not be answered to benefit the coordinators attending and had to contact PEIA after the meeting.
13. The services have improved over the past 3 or 4 months. Prior to this, we were dissatisfied with the timeliness. Improvement is still needed.
14. see above
15. Professional
16. The **[name redacted]** has not utilized the services of PEIA.
17. See comments above.
18. In the experience of our benefits coordinator, PEIA has never been timely in any of these services.
19. New enrollments and change in status forms are not updated in the PEIA system in a timely manner.

General Comments / Other Issues

1. No comment
2. Have great working relationship.
3. N/A
4. The Retirement Health Benefits Trust (RHBT) web program used for payment of RHBT premiums each month is a MESS! Each month, calls have to be made concerning the coupon and IGT. PEIA needs to submit an invoice to each agency each month, quarterly, semi-annual or annually for the amount due and toss the current system of payment invoices for RHBT.
5. New billing system should have been implemented after open enrollment. PEIA should have implemented the new billing system on a couple of agencies to allow time to work out the bugs before going statewide.
6. Administrative Services for **[name redacted]** Office are provided by the **[name redacted]**.
7. Overall PEIA does a pretty good job, up to the point of introduction of The Benefits Administration System, in April 2008. The various changes that occurred and the lack of positive communication explaining why the changes occurred.
8. The new Web Contribution System has caused a lot of havoc in processing insurance payments since the system doesn't work like it should. Training was very insufficient for benefit coordinators for this system, which in turn makes their function tardy. In calling PEIA for trouble shooting on the system - it is impossible to get to talk with someone with calls and e-mails not being returned.
9. keying of information, during open enrollment, is not always done accurately resulting in many corrections at the agency level.
10. There needs to be training scheduled on the BAS that pertains to employer billing. Its too confusing, and agencies were thrown into it without any training.
11. Communication between PEIA and employer when PEIA makes changes to an employee and does not contact agency about the

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change. This causes confusion for the agency benefit coordinator and proper application of payment.

12. On a positive note PEIA's staff is always willing to help and in the past been timely. If the training and implementation of the ARC could have been differently, that would have limited the problems.
13. When an employee retires, he/she was able to obtain all the information at one location. Now when an employee visits the Retirement Board, they complete the forms and then has to go to PEIA to obtain insurance forms. PEIA then terminates the employee within their system and is not reinstated until retirement dates are verified. If the retiree needs to fill a prescription or have surgery before all the paperwork is complete, he/she is rejected until phone calls are made to verify coverage. It is a major inconvenience.
14. The **[name redacted]** has not utilized the services of PEIA.
15. Service has been very good. They are very helpful.
16. We are having a lot of problems with PEIA's new computer systems. No training has been provided to us or to the PEIA staff. No answers to our questions.
17. The new accounting/reporting system has a lot of problems. PEIA needed to conduct more training for agencies to understand their new accounting system. BAS system was not ready to go live in March. Still having issues. No formal training provided to us. Webinar was not helpful.

## Division of Personnel

The Division of Personnel (DOP) provides personnel management services for state government in order to increase the efficiency and effectiveness of state agencies by implementing programs that employ and retain individuals of the highest ability and integrity to provide governmental services.

### Section Highlights

Of the surveyed agencies that responded to this section, 77 percent utilize the services provided by the Division of Personnel. The level of responsiveness and ease of communication with the DOP received a grade of satisfactory or better by 91 percent of the respondents. Although the overall satisfaction for both quality and timeliness shows a high level of satisfaction, three of the nine services offered by the DOP that were used to determine overall satisfaction received a notable number of unsatisfactory marks. Those services and statistics are provided below.

|  | Quality |            |     | Timeliness |            |     |
|--|---------|------------|-----|------------|------------|-----|
|  | Yes     | No         | N/A | Yes        | No         | N/A |
| The establishment of state employee job classifications        | 45%     | <b>28%</b> | 28% | 38%        | <b>30%</b> | 32% |
| The establishment of state employee pay grades                 | 34%     | <b>33%</b> | 33% | 28%        | <b>36%</b> | 35% |
| Providing qualified applicants for employment with your agency | 38%     | <b>25%</b> | 37% | 45%        | <b>19%</b> | 36% |

The additional comments provided by survey participants indicate deficiencies in the following areas:

- classification,
- compensation,
- recruitment, and
- availability of training.

Some participants described issues of a systematic or procedural deficiency. Other concerns were linked to potentially understaffed departments of the DOP. The survey results are provided below. A complete listing of written comments from the participants can be found beginning on page?

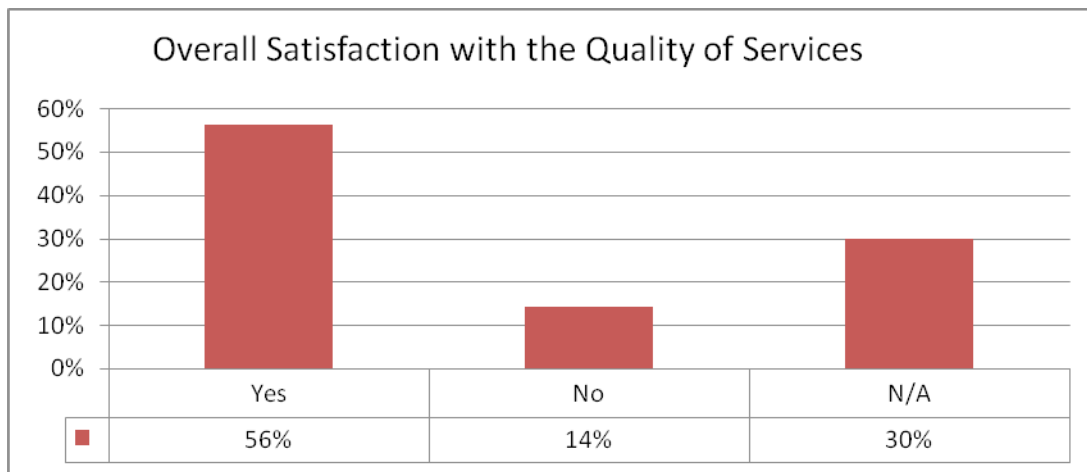
1. *Does your agency utilize the services provided by the Division of Personnel?*

- a. **Yes = 75 (77%)**
- b. **No = 22 (23%)**

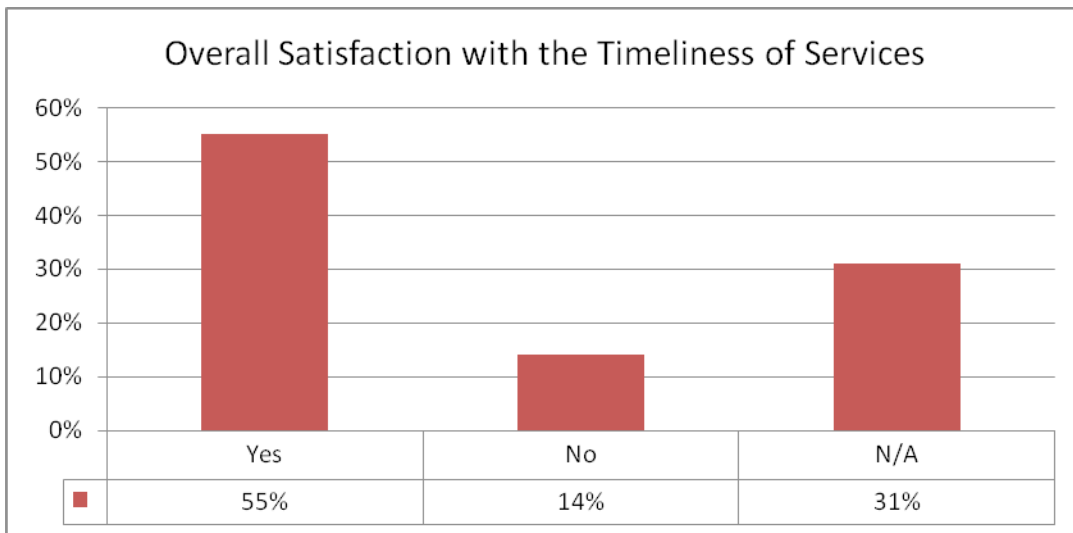
2. *Please describe the level of responsiveness and ease of communication between your agency and the Division of Personnel when requesting services and/or support.*

- a. Excellent = 19 (25%)
- b. Satisfactory = 50 (65%)**
- c. Unsatisfactory = 7 (9%)

3. *Is your agency satisfied with the quality of services that have been performed by the Division of Personnel for your agency during the last three years? (Please select "N/A" if your agency does not utilize that particular service.)*



4. *Is your agency satisfied with the timeliness of services that have been performed by the Division of Personnel for your agency during the last three years? (Please select "N/A" if your agency does not utilize that particular service.)*



5. *Does the Division of Personnel provide technical assistance from a neutral position to both employees and employers regarding all aspects of the grievance process?*

- a. **Yes = 52 (81%)**
- b. No = 12 (19%)

6. *Has your agency utilized the training and development programs offered by the Division of Personnel in the last three years?*

- a. **Yes = 52 (69%)**
- b. No = 23 (31%)

7. *Does the Division of Personnel appropriately evaluate the qualifications and credentials of applicants applying for internal job positions?*

- a. **Yes = 38 (62%)**
- b. No = 23 (38%)





**Please Note:** This section contains the written comments of the agency administrators that participated in the web-based survey of the Department of Administration. Every attempt has been made to ensure the anonymity of the providers of the comments. The Legislative Auditor **has not edited these comments** in any way except for removing

- the voluntarily surrendered name of the agency making the comment,
- the name of any program that is directly related to the commenting agency,
- any specific dates that could be directly tied to the commenting agency, and
- the names of any individual portrayed negatively.

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## Comments on the Division of Personnel

### Quality of Services

1. No comment
2. The Division of personnel staff have always been very helpful in every situation.
3. As a Board we are required to contribute fees to DOP. We get general information from the DOP website. It seems so unfair to assess us for fees for board members who attend official meetings five or six times a year spending no more than a few hours. I think the increase were unfair since we ask nothing from them. I also think that any state group who charges fees should alert boards who are self-supporting, when to expect increases and why in advance of Budget Preparation dates (Due to Budget office by April 1st). I was not prepared for the past years increase.
4. Classifications are outdated. Additionally, current professional position's salary rates cannot compete with the private sector. We have also found that present applicants on registers have not been qualified or are overqualified for the positions. There is generally an unwillingness to assist or to be flexible in order to get the most candidates for positions.
5. Limited amount of classes offered making it difficult, nearly impossible, for supervisors to meet expectations outlined in DOP-P18. Pay grades desperately need to be reviewed. Training quality is OK but there are insufficient sessions offered. Applicants are either not qualified enough or too qualified. Some cases of classification review have been adequate, but in general problematic. Quality of services has been improving over the last year. It took 6 months to hire person in last vacant professional position, it is not uncommon to get applicants on register (secretary) who cannot type or format letters. There are several issues related to compensation for professional and specialty staff; need appropriate compensation to keep these critical employees.
6. Although we are an exempt agency, we've had to have some job description reviewed before they could be filled. Those reviews consistently downgraded the classification of the position from

the actual duties performed, for example, individuals directly supervising other employees who either 1)manage multiple grantees in federal program or 2)coordinate administrative (financial, public outreach, etc.)responsibilities, the supervisors are classified as entry-level employees. Sometimes the supervisor is classified at a lower pay grade than the person being supervised.

7. The training courses are great but it is very difficult to get everyone registered in classes since they are usually full.
8. Classification and compensation issues have been the most problematic. Until recently, after meetings with Otis Cox, documents were sent to DOP and response was unreasonably delayed or no response was received at all. Recently, that has been showing improvement. The classification process is extraordinarily cumbersome, particularly in instances where employees are requesting a review, the agency is requesting a new position, or at times even with getting a posting approved. #2. It depends on which division within DOP you are dealing with at the time.
9. The Division of Personnel is a crucial agency for state government. This division utilizes DOP on a daily basis.
10. Qualified applicants for our examiner positions are not always readily available due to either the education requirements or the experience required. We often have to do outside recruiting for these positions.
11. Our agency feels the job classifications are inadequate for the quality of individuals we need to staff our positions. The pay grades are so low that recruitment is impossible for positions that need specialized skills. We cannot compete with private sector when it comes to pay.
12. Entry level for lower paygrades are much too low and some are still listed below the minimum wage and have not been changed yet. The general public continues to be very confused on the difference between postings for recruitment for the register VS actual job opening postings. The reallocation process is not acceptable. It is not timely at all - we have had several reallocation requests where this agency had to wait 8-12 months for a determination. Seems that smaller agencies are discriminated against because we

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do not have “experts”. Our employees end up being “experts” in multiple areas instead of one area but do not get the benefit of a higher classification. The fact that all the same processes and responsibilities are required should not matter if you have \$ 100.00 to spend or \$ 1,000.00 to spend. Accountabilities are the same. The Employee Relations section has been particularly helpful to **[name redacted]**. Jim Wells and Joe Thomas are the best! Working with the Division of Personnel continues to be a challenge in several areas.

13. It takes too long and we do not receive a reasonable explanation when an employee assumes additional responsibilities when we apply for a position reclassification. It is our impression that we should find a way to consolidate positions but when we do so the employee receives additional responsibility but then can not be rewarded.
14. It takes forever to get things approved/reviewed by class and comp. Personnel should let agencies indicate to prospective employees the maximum salary available for the position not the salary range for the class. Prospective employees come in thinking they can get the maximum salary particularly in the lower classifications.
15. Within the most recent few months, we have experienced difficulty with obtaining qualified applicants from the state register. The register applicants do not demonstrate the skill level or willingness to interview for positions. On the training, the courses offered are typically full and the selection is limited. The schedule is published after the year has begun. Staff have found external training with interaction more valuable.
16. The **[name redacted]** has had numerous problems in effectively merging the former **[name redacted]** with the **[name redacted]**. **[name redacted]** has submitted various proposals throughout the past 2.5 years to effectively utilize personnel currently within the agency and meet the requirements of regulatory functions. **[name redacted]** has struggled to get DOP to effectively coach and assist in expediting goals of the agency. There seems to be a never ending cycle of requests of additional information from DOP, information provided by **[name redacted]**, more information requested, more information provided, and the cycle goes on and on without adequate resolution. There is great dissatisfaction

in the quality of services provided specifically by the Class and Comp Division.

17. We have not have a grievance
18. Considering DOP is understaffed, they are doing the best they can. New managers are experiencing difficulty in scheduling classes for their required training.
19. Excellent services for employee relations issues and traning. Classification and compensation services seem to take more time, but this may be necessary due to complexity. Overall, DOP is there when you need them
20. Job classifications do not adequately take into account the wide variety of responsibilities necessarily undertaken by employees in small agencies. Traditional analysis of how time is spent or number of employees “supervised” breaks down when everyone is multi-tasking and the agency is efficient (e.g., I have never had a secretary, nor a deputy and must do a wide variety of clerical tasks; if time spent on task were the driving criteria, I would be classified in a much more lower class than is necessary to be the Executive Director). Pay grades are far too wide, resulting in a Birdcatcher 1 with 10 years experience being paid more than a Birdcatcher 3 with 5 years experience, particularly in light of the controlling criteria of experience in state government. If a more competent, more experienced person were to apply, that person could, at most, be paid a few percentage points higher than someone with far less competence who happened to have more time on the job in state government. Conversely, little, if any, incentive is given to do a good job because pay is so seldom adjusted on merit. There is little pay for performance and virtually no financial incentive to work hard except for the intrinsic satisfaction of doing a job well. In this instance, pay grades really matter very little and the only hope one has is to start at the highest possible salary. Finally, in contravention to some of the above, because of the restrictions on total raises in a given year (except for promotion to a job where the minimum pay is substantially above ones old job), the best course of action for those attempting to move up is to quit and hope to get hired in a different capacity.
21. Excellent

22. Something needs to be done about the classifications and pay grades within our Department. The pay grades are not aligned with the minimum wage, in some instances.
23. The low minimum paygrade salary levels for some of the job classifications make it difficult to fill job vacancies with qualified individuals.

#### Timeliness of Services

1. No comment
2. All services have been provided in a very timely manner. Any time that we have had “special” problems time wise, they have tried to accomodate us in every way.
3. job classifications and particularly reclassifications have actually taken months to be completed only after prompting and inquiry
4. **[name redacted]** has waited months for approved positions to be posted. Additionally, review requests to evaluate position upgrades have taken months to almost on year to complete. Established policies related to timeliness have not been followed.
5. While agency is generally timely with responses, direction, etc., at issue is the quality of pay grade, compensation and job classification. There appears to be disconnect with qualifications in today’s world vs. compensation.
6. Same comment as above
7. There have been numerous issues with training during this period. Policy DOP-P18 required supervisors and managers to take courses that DOP did not have the capacity to provide. There have been some relationship issues as a result. I’m hopeful we can work through those issues in the coming months/year.
8. The only area of improvement would be the timeliness of the settlement agreements.
9. The process for reclassification of employees has recently been changed by the Personnel Division. This revision has added more steps and more time to this already cumbersome process.

10. Our concerns center around timeliness with receiving registers and getting prior reviews for promotinal opportunities
11. There are not enough sessions for the mandatory supervisor/manager classes. These classes fill up too quickly and for some supervisors to wait an additional 6 months to a year to take a mandatory class. when there are no names on the register for a posted vacancy, recruitment, rating and certifying names can sometimes take weeks. Then one must take time to interview, check references and process the wv-11 to hire. This whole process is much too cumbersome and takes way too long. This has resulted in the State losing good candidates because they have had to take a job elsewhere. There should be some kind of mechanism in place where agencies/ the State can re-coop expenses for the grievance process. the trend seems to be leaning toward more and more disgtunted employees filing grievances. We respect and fully support an employee's right to have a grievance process for legitimate problems but when employees tie up the system with grievance after grievance, becoming frivilous, it constitutes much resources lost for the state.
12. If you don't register the first day that the training classes are offered, most of the classes close making it difficult to meet the training requirements.
13. Please see issues above. We have experienced, in the past, delays in receiving a register to start the interview process.
14. There have been numerous requests that have taken months to get completed. Specifically by the Class and Comp Division of DOP. In 2006 PD forms were submitted that took nearly a year to get completed. There is currently a proposal from **[name redacted]** that was received by DOP in **[date redacted]** to merge and reclassify our **[name redacted]** Division that still has not been resolved satisfactorily. Another request in late **[date redacted]** to create new classifications for a new **[name redacted]** Division that has not been completed. We have at least one reallocation that was initiated in February that has not been finalized. There are two appeals for reallocation dated **[date redacted]** that have not been finalized. Job specs that we have requested to be modified related to former **[name redacted]** prefixes that has not been completed and the list goes on.

15. In regard to question A&B, the answers could be yes to classification created, but the one that are already created some are outdated and the pay grades are low. Registers are low with applicants and more recruiting is needed.
16. To meet today's demand, DOP needs to invest in technology.
17. See above
18. Very little interaction in last three years. Unable to evaluate recent response time in most areas.
19. Excellent
20. As Division of Personnel training courses fill up quickly and way in advance of training, more sessions of various training courses need to be offered. There is such a time delay between submitting paperwork for hiring individuals to fill job vacancies and receiving notification for start work dates.

#### General Comments / Other Issues

1. The evaluation process is inconsistent and based solely upon the individual at DOP who is reviewing a person for the posting.
2. Merit based personnel system without merit dollars for state employees. Evaluation system for state employees inadequate.
3. Having the personnel register is an invaluable tool to a small agency like ours. We are assured of having the "cream of the crop" to pick from as the Division of Personnel have tested and evaluated them for us.
4. Our office employees only one staff member and the Board oversees the hiring, therefore, we have not had any issues on disciplinary actions to date.
5. being non civil service the services listed are not applicable to our board but we follow standard DOP personnel policies as to equal opportunity, harrassment prevention, earning of leave, mandatory employee conduct, etc. The Dept. of Administration, Accounting Division provided an equivalent set of personnel policies for boards and commissions.



6. Training provided by DOP is much better in the last five years than it was in the past. It is actually useful now. Since we established the **[title redacted]** Specialist 1,2 and 3 positions and the **[title redacted]** 1, 2 and 3 positions it has given our staff an opportunity at some small advancement and it has improved our retention significantly. This is not going to continue if they do not allow us to use the 3-level positions.
7. Current employees that are not qualified for positions should not have preference in interviewing and hiring. They should have to compete by qualifying on the register, just like everybody else.
8. Answer to #7 above is “it varies.” It is difficult to obtain “fair” assessment of internal candidate skill sets when they are applying for internal position. Our assessment is that DOP interprets the candidacy of an internal candidate as “just trying to get this employee more money.”
9. I would have answered both 5 and 7 as I don’t know or not applicable to **[name redacted]**
10. Otis Cox has a customer perspective that is truly a welcome change. I expect to see continued improvements in these problem areas as a result his leadership in DOP and our working relationship. I don’t understand how the key positions of director and assistant directors have been left unfilled for such an extended period of time. Not having leadership in those positions has resulted in many of the problems. Class and Comp only has four employees to support all of state government and no manager for a year now. Employee Relations has two staff and a secretary, and no manager. Staffing Services manager position has been unfilled for two years. These vacant key positions coupled with no stability in the director’s position has created some real challenges for agencies. Further, there needs to be a review with agencies involvement of the Administrative Rules. Some of them just are not reasonable in this day/time.
11. Administrative Services for the **[name redacted]** is provided by the **[division name redacted]**
12. I would like to see more classes offered to top level managers and payroll and personnel staff dealing with the Employee Relations Section, Payroll Section and the Classification and Compensation Section.

13. As our agency has not had a grievance filed in the past 8 years that I have been in this position, I do not feel like I can make an informed comment on the grievance process.
14. some minimum requirements for qualifications are so broad that it is very generous to laid off State employees, placing them on the preference register. This sometimes makes it very difficult for agencies to find the “best fit” and/or the “best hire” for the job. Some flexibility in the preference register would be helpful.
15. The training and development programs have been excellent.
16. the new reclassification system takes to long to get a response.
17. When it comes to the evaluation of qualifications DOP is not in tune with the actual needs of the agencies. The classification specifications are outdated and do not provide appropriate candidates for needs of the agency. There should be more agency participation in administering the Point Factor System to classification unique to the agency. DOP staffing levels should be addressed to handle the needs of the agencies.
18. Timliness of employee PDF turnaround is extremely slow with an average of 3 to 6 months on the last 2 pdf’s submitted before any questions were asked of the agency regarding the information included in the pdf. Phone calls are not returned in a timely manner regarding the same.
19. The agency has utilized some, but special requests may not be timely.
20. **[name redacted]** evaluates qualifications and credentials of qualified applicants. DOP’s assistance is utilized on questionable work experience or required degree.
21. Services rendered are helpful and more than adequate. Very qualified personnel attending to complex matters
22. Excellent support from Training and Development
23. Only staff added in last three years have come from internal transfers, not from outside state govt. Unable to comment on most current hiring processes.

24. Division of Personnel is helpful in a professional manner
25. The random selection of applicants for the register is inappropriate for finding anyone with specific qualifications.
26. The DOP provided training to “employees” on harassment, drugs in the workplace and few other good classes which were needed by the agencies. Now, the focus is on supervisor/manager training. The DOP need to review all classifications and do the announcements of specific jobs on a regular basis. The turn around time for agencies to request it, wait for the responses, then wait for the applicants to get on a register can be as long as 6 weeks. Training for Human Resource and Payroll Administrators is needed.
27. Extremely unwieldy and therefore slow. Being federally funded and special review oriented, expenditures and expediency are critical.



## Purchasing Division

The Purchasing Division is charged with:

- implementing fair spending practices in acquiring quality goods and services,
- improving the services offered to maximize the efficiency of state government, and
- providing leadership and guidance to customers.

### Section Highlights

Of the surveyed agencies that responded to this section, 84 percent were not exempt from purchasing rules and regulations therefore they were able to respond to this section<sup>4</sup>. The Purchasing Division was graded as satisfactory or better by 94 percent of respondents in regard to responsiveness and ease of communication with the agency. The overall satisfaction with the quality and timeliness of services was 68 percent for both. A series of questions regarding Surplus Property revealed that 48 percent of respondents have acquired used property from Surplus Property. Seventy-five percent of respondents agreed that a website that listed available inventory items from Surplus Property would be beneficial for their agency. The final question of this section asked if the Purchasing Division was satisfactorily delivering the best quality items or services at the lowest possible price. Seventy-five percent answered yes. Some smaller agencies indicated that purchasing goods on the statewide contract was not beneficial to their agency. Larger agencies, and agencies with more complicated or industry specific requests, believe that the RFP, RFQ, and procurement processes are cumbersome. The survey results are provided below. A complete listing of written comments from the participants can be found beginning on page?

*1. Is your agency exempt from the rules and regulations of the Purchasing Division?*

**A. No = 78 (84%)**

B. Yes, this agency is completely exempt from Purchasing rules = 5 (5%)

C. Yes, this agency is partially exempt from Purchasing rules = 10 (11%)

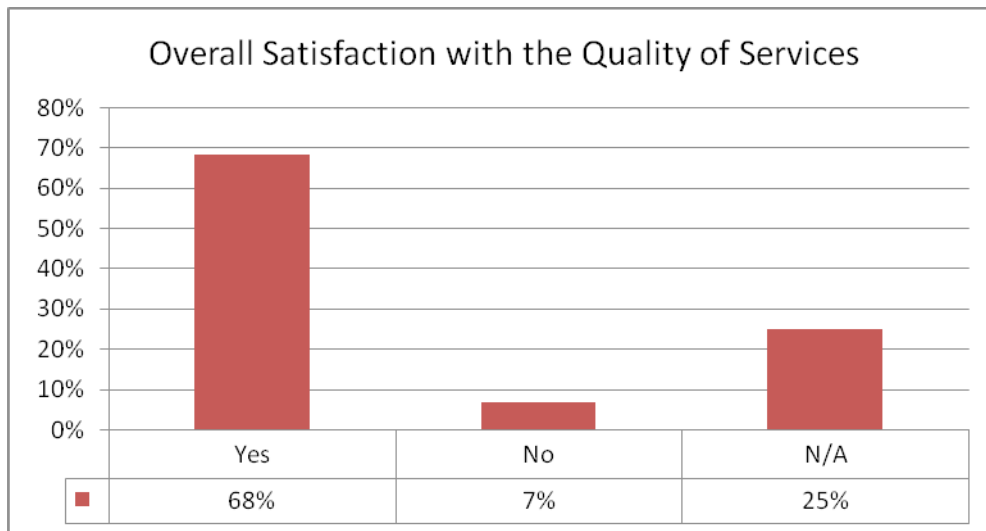
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<sup>4</sup>Sixteen percent of participants indicated that their agency was exempt from purchasing regulations. Since this is the case, these agencies do not utilize the services of the Division therefore were not required to complete the purchasing section of the survey.

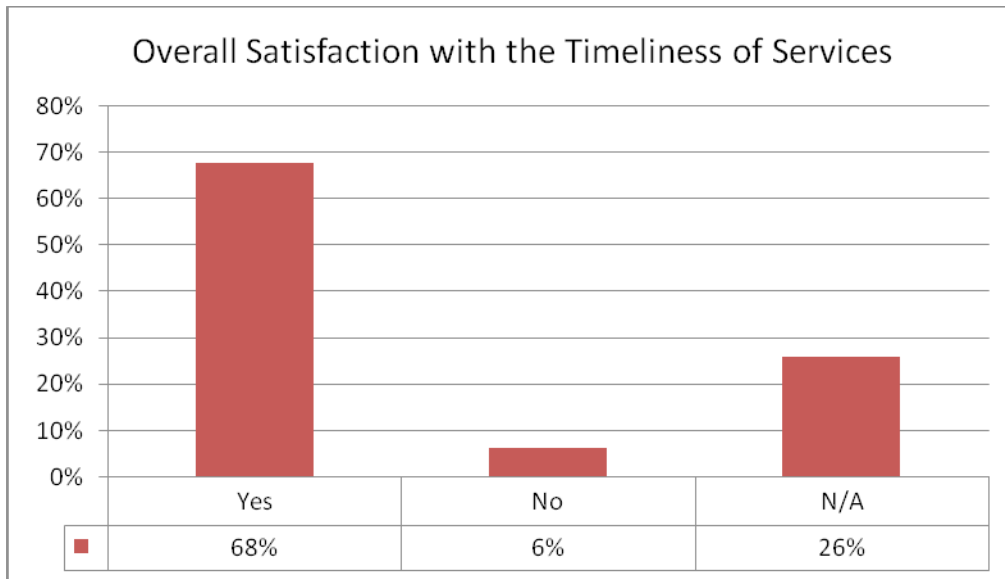
2. Please describe the level of responsiveness and the ease of communication between your agency and the Purchasing Division when requesting service and/or support?

- A. Excellent = 28 (33%)
- B. Satisfactory = 52 (61%)**
- C. Unsatisfactory = 5 (6%)

3. Is your agency satisfied with the quality of services that have been performed by the Purchasing Division for your agency during the last three years? (Please select "N/A" if your agency does not utilize that particular service.)



4. Is your agency satisfied with the timeliness of services that have been performed by the Purchasing Division for your agency during the last three years? (Please select "N/A" if your agency does not utilize that particular service.)



5. *Has your agency acquired used commodities from the State Agency for Surplus Property in the past three years?*

- A. Yes = 42 (48%)
- B. No = 46 (52%)**

6. *If your agency disposes of property through the State Agency for Surplus Property, are the items consistently picked up in a timely manner?*

- A. Yes = 50 (56%)**
- B. No = 16 (18%)
- C. N/A = 23 (26%)

7. *Would a website listing an inventory of items available from the State Agency for Surplus Property be beneficial for your agency?*

- A. Yes = 67 (76%)**
- B. No = 21 (24%)

8. *Has a representative(s) from your agency attended the annual training conference held by the Purchasing Division in the past three years?*

- A. Yes = 72 (82%)**
- B. No = 16 (18%)

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9. *Does your agency find the annual Purchasing conference beneficial to your agency personnel?*

**A. Yes = 69 (95%)**

B. No = 0 (0%)

C. N/A = 4 (5%)+

10. *Overall, does the Purchasing Division consistently assist your agency in receiving the best quality merchandise and/or services for the lowest cost?*

**A. Yes = 63 (75%)**

B. No = 21 (25%)



**Please Note:** This section contains the written comments of the agency administrators that participated in the web-based survey of the Department of Administration. Every attempt has been made to ensure the anonymity of the providers of the comments. The Legislative Auditor **has not edited these comments** in any way except for removing

- the voluntarily surrendered name of the agency making the comment,
- the name of any program that is directly related to the commenting agency,
- any specific dates that could be directly tied to the commenting agency, and
- the names of any individual portrayed negatively.

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## Comments on the Purchasing Division

### Quality of Services

1. We are in the process of clarifying with the Purchasing Division a recent finding as a result of a purchasing inspection regarding the **[name redacted]**. The Purchasing Division was lacking an understanding of the **[name redacted]** statutory responsibilities and duties with regard to the **[name redacted]** prior to conducting the inspection.
2. no comment
3. All services have been satisfactory and very helpful.
4. communication poor regarding changes in rules and regulations. forced to go with statewide contractors/vendors when it is not always the most cost efficient or best selection. bidding process unnecessarily convoluted, confusing, and untimely.
5. We are a small autonomous Agency Office and as such do not purchase on a large scale nor utilize some of the services offered by the Purchasing Division.
6. **[name redacted]** has their own department-level purchasing office that interfaces between the **[name redacted]** and the DOA Purchasing Division, so I do not have much direct contact with these folks and can only make very limited comments about this Division. I know this past year we attempt to purchase two vehicles - a van and a car. We placed our order about six months ago, and the van is being delivered today. We still don't have the car. We have wasted a lot of money performing repairs on these two vehicles for the last few months to keep them running until their replacements could come in. We also do not always know when a statewide contract is let for a particular service. It would be nice to have that information, but I don't know if they are telling our Department and the Department is not getting the info to us, or whether the info is just not being disseminated widely enough from DOA.
7. State Purchasing "rules" change depending on the buyer and the day of the week. No two RFPs go through the same process. No two Purchasing employees give the same answer to the same

question. Although they are not experts in the subject matter of the RFP, purchasing employees choose to rewrite language in the RFP causing substantive changes in the document. These employees then hold it against us when we refuse to make their changes by drastically increasing the time it takes to move the RFP through the process. Purchasing employees are very derogatory when questioned. They also often force minor changes such as changing numbers to bullets, which are different with each RFP. Purchasing makes us change our RFPs when there are “too many requirements” of the vendor, even when these requirements are federally mandated. Purchasing employees fail to acknowledge or understand that RFPs are written to the intended audience, which is the prospective vendors, not the buyers. State Purchasing would benefit from learning from other states’ purchasing divisions. Many [name redacted] programs across the country have far less difficulty than [name redacted] in purchasing services.

8. It is difficult to fairly judge, but I answered based on the problems encountered. The best answer would probably be “somewhat” satisfied. The TEAM system leaves a lot to be desired. It is difficult and not user friendly. Time is the biggest problem with purchasing. It takes too long to process even simple orders. Also, DHHR Purchasing actually deals with DOA. We have very little direct dealings.
9. We only rarely use the RFQ/RFP process for expenditures, but when we did it required a very steep learning curve to let us assure that the quality of the services we were attempting to purchase could have as much influence in the choice as the price. Since the threshold for purchases became \$25,000, I do not believe we have had to work through the Purchasing Division.
10. e. Work directly with the State Auditor’s Office with the P-Card Program.
11. We rarely purchase products or services over \$25,000.
12. most of our dealings with the p-card program are with the State Auditor’s Office. do not feel we have direct communication with the Purchasing Division on changes when they happen. Fixed asset process is cumbersome. Working with the Purchasing Division

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continues to be a challenge and we feel they need to focus more on customer service. Aferall, we agencies are customers of the Purchasing Division. They are not just a regulatory agency.

13. A. Slow in getting the RFQ and REP's out. B. Often times decisions do not seem to correspond to published rules, regulations and definition. C. Need better communications
14. I find the Purchasing Division genuinely desires to assist our agency.
15. Purchasing staff have always responded promptly and clearly to any inquiries.
16. Our agency has experienced quality issues during periods of new statutory requirements, rules or civil action involving purchasing. During those periods, the advisory services are in flux resulting in delays. We have experienced delays resulting in our goals and objectives being impacted. While understanding this external influence are not within the purchasing division control, it impacts the quality view of a serviced agency.
17. There have been issues in the past with the quality of service but having a dedicated buyer has improved the processes.
18. In general, very little interaction with procurement services due to the 25K threshold. All services helpful where and when needed.
19. Generally, we are satisfied with the services provided by the Travel Management Office, but believe the mileage reimbursement rate should be tied to the IRS rate. The IRS seems to respond to changes in the actual costs incurred in operating a vehicle, much faster than the State.
20. Mr. Tincher and his staff are very concerned about the quality of service that they put out and it is evident at every turn. The work product that we receive from Purchasing is always above the standard we expect. Purchasing is very workable and patient while working with our Agency. We have no complaints.....
21. The **[name redacted]** has not utilized the services of the Purchasing Division.

22. Note that I received input from IT staff in forming the replies to the Purchasing Survey. Several responses reflect a consensus opinion. Thank you.
23. The procurement process is antiquated. The lack of an electronic procurement system with scenarios such as reverse auctions really impedes WV's ability to get the best bang for the buck. The state-wide contract pricing often is not the best pricing. When agencies can go out to Office Max and buy retail cheaper than what is on the contract (Office Max has the state's contract) something is amiss.
24. b. Many times explanations aren't detailed enough to specify where in the Purchasing Rules and Regulations something can be found. g. Travel regulations should be more specific; sometimes interpretations vary and cause confusion. Overall, the quality of services performed are well above average.
25. Purchasing staff is very willing to offer assistance; however, it seems their workload sometimes prevents them from responding in a timely manner. Examples may be provided.

#### Timeliness of Services

1. no comment
2. All services have been provided in a very timely manner.
3. Susie Teel is very helpful helping us go through unfamiliar or changed processes.
4. Timeliness of responses directly correlate with whether we make the changes (significant or not) buyers recommend and on whether or not we question the advisability of the recommended changes. Overall, Purchasing is not timely, effective or efficient. They project a "power" mentality and refuse to listen to reasonable explanations of what an agency needs from a vendor or contract. They do not save the state money when they choose for us to contract with the lowest cost vendor even when it is readily apparent from the responses that the vendor doesn't understand the bid request. An enormous amount of time and money is wasted when the contract has to be re-bid after one year because the vendor can't provide the services in the contract.

5. Again, timeliness is difficult to judge in that we have a “middle man” with **[name redacted]** Purchasing.
6. mileage rate should be revisited and updated with IRS rate employees should not have burden of gas expense
7. A. Slow due to turn over in DOP. D. Process is slow now.
8. The timeliness of the purchasing process is cumbersome.
9. Please see notes above.
10. We still have issues with the timeliness of the process. It has improved somewhat with a dedicated buyer.
11. See above
12. We often find that if there is a timeliness issue it starts here at our front doors and not a Purchasing’s. Mr. Tincher and his staff always give great turn around times and most importantly a good product.
13. The **[name redacted]** has not utilized the services of the Purchasing Division.
14. Note that I received input from IT staff in forming the replies to the Purchasing Survey. Several responses reflect a consensus opinion. Thank you.
15. I think the procedures need updated to provide a more timely way purchase orders are issued. We are a working railroad and it is a challenge to try to wait 2 and 3 months for a purchase order. The entire system needs to be looked at for better application.
16. The State’s lack of an electronic procurement system clearly impedes state agency options and the business community’s ability to maximize opportunities in the 21st century.
17. The timeliness of services is typically very quick and phone calls are returned and emails answered in the same business day that they are made.
18. If documents are rejected for one reason, they should indicate all issues at that time instead of rejecting the document for one issue at a time.

General Comments / Other Issues

1. no comment
2. The staff of the purchasing division have always been very helpful and efficient.
3. State wide contracts do not work for smaller agencies. Any Board (or agency for that matter) that is self-supporting should be exempt from the purchasing contracts and allowed to purchase in the most cost-effective manner. Boards, especially, can save their operating funds by shopping around for the best price on items purchased to perform their daily duties. Boards have to account for their money to their licensees and, if funding is not adequate, must raise fees in order to have operating funds. Surplus property - will not travel to **[name redacted]** County to pick up surplus items.
4. Being a very small 1 employee Board I find the Purchasing Division's thinking to be geared toward large agencies. Recently there has been movement in the Purchasing Division to have all purchases made through the purchasing contracts and the last thing I need in this small office is a cases of supplies when these cases would last for 10 to 20 years and take up valuable space.
5. The requirement that small boards and commissions utilize only vendors on statewide contracts for purchases is detrimental to those agencies. Often the cost is greater, and sometimes the service is unsatisfactory when these required vendors are used. This does not make sense for agencies with limited budgets.
6. Services and goods on statewide contract are often more expensive and customer service is inferior to those we could receive from other vendors. Licensing boards with limited budgets are negatively impacted by the requirement to purchase from vendors on statewide contracts.
7. see previous remarks
8. I have suggested and believe it will be implemented...that at the State Auditor's Mandatory Training Seminar for Licensing Boards, that a scaled down version of the Purchasing Division Seminar be offered. This would be a presentation that is geared towards small, outlying Agency Offices who are not in Charleston,

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who do not make purchases of a large volume or on a large scale. We just need to know how to get services for our day to day activities which would include but not be limited to: procuring office supplies, manual labor help, cleaning services, small furniture and computer equipment and software purchases, etc.... And we also need to know if it is acceptable to utilize services from Approved REgistered State Vendors as well as those that are on State Wide contract if the prices are lower or similar or there is some advantage to the Agency Office to utilize an approved Vendor in the Agency's immediate area....i.e. we currently procure individual bottled water (20 oz.) from the Statewide Contract. However, for our water cooler, we utilize an Approved Registered Vendor who offers water in 3-gallon containers instead of 5 gallon containers. As there are 3 older women in this office, we cannot lift or change out the heavier bottles. WVARF will not give us a Waiver saying that our practice is acceptable.

9. see comments above. P.S. We should be moving to the point where all state vehicles should be hybrids!
10. Purchasing is extremely difficult to work with. They are intended to prevent waste and to provide equal opportunity to all vendors. This would be more easily accomplished if DOP focused on the process and not on the substance of our RFPs. We would like for a buyer to be assigned to meet with the agency staff prior to our submission of the RFP. Finally, we would like to see consideration of the Model Procurement Act, which is used in other states, by the Purchasing Division and by the Legislature.
11. There are many rules for disposing of surplus property, often multiple layers with contradictory info. Again, rules change often and without notice. It is a very difficult system to navigate, especially for agencies outside of the Charleston area. It is also very expensive to get surplus property to Charleston. I think agencies/programs that must give items to surplus should be able to recover some cost when item is sold (like consignment).
12. Items can frequently be found for less than offered on SWC. More reliable services can be found at better prices than offered on SWC.



13. The exception to “best quality” for lowest price has been computers. We are holding off on purchasing new computers in hopes that we don’t have to buy any more Lenovos.
14. Our experience with the Purchasing Division has been a mix of poor to excellent service. The poor service was at a lower level of support staff in the procurement process. They did not seem to be very knowledgeable or concerned with the timeliness of assistance. The cause, I think, varied from the lack of experience of a new staff member to the lack of concern for timeliness of a long term staff member. However, when an issue was elevated to a member of management for resolution, it was handled quickly and with ease by seasoned personnel.
15. We encourage “think tank” sessions with state agency procurement teams to look at ways to: (1) better understand how code, legislative rules, get changed and their effects; (2) accept suggestions as a means to measure effectiveness of processes without breaking laws; (3) use the same “think tank” to collaborate on common ideas, problems by those working in the process. There is a lot of experience and knowledge that DOA Purchasing could tap into if they truly wanted to pursue and accept constructive feedback and think of it as being positive.
16. Administrative Services for **[name redacted]** are provided by the **[name redacted]**.
17. Although we understand the necessity for purchasing rules and regulations, we feel we could many times purchase merchandise and services on our own at a lower cost without utilizing state wide contracts.
18. Purchasing seems to extend deadlines often and need to be more fair and transparent and share the responsibility of error/concerns when applicable. their first priority should be to help agencies secure the goods/services identified by the agency not just move everyone through the process.
19. Electronic equipment submitted for recycling with PC Renewal in Morgantown have NOT been picked up in a timely manner. We have been placed on their ‘waiting list’ for two months or more for pick-up in multiple locations. One Vendor Performance (complaint) has been filed against this company by this agency.

20. Purchasing is always professional and helpful within the boundaries they must operate as set by state code and promulgated rules. However, could the director of purchasing and staff be given more code based authority to make “common sense” exceptions to certain purchasing rules or even state code in cases where such flexibility is clearly in the best interest of the state and the public it serves.
21. It would have been nice to have had more than yes/no answers as we are not sure that this is truly reflected of the Division.
22. Statewide contracts do not always yield the lowest price for an agency.
23. Regretfully, the state contracts for furniture and computers provide questionable quality. The Lenovo computer contract has been the greatest source of difficulty for our users. The laptops are of poor quality with a subpar battery. We have deferred computer purchases on the expectation the quality issues will be resolved under a new contract.
24. Sometimes merchandise or services can be purchased at a lower cost if not using a statewide contract. Also the quality of the WVARF janitorial services is extremely poor yet we are required to use them.
25. While their training program has improved over the last several years, it needs to include more in-depth training. They provide a general overview but leave out the details for agency purchasing employees that may be new to the program.
26. See above
27. Question 1: Even though the **[name redacted]** is not statutorily required, we mirror the State Purchasing policies and procedures and use statewide contracts when possible. Question 5: This agency would not purchase used commodities. Question 6: We deliver our items. Question 10: The Parkways does not use Purchasing for advertising and awarding contracts; however, we use their policies and procedures and we do benefit from lower priced commodities and services as a result of using the statewide contracts. It would be beneficial for the Purchasing Division to open their intranet to other state agencies. It would be beneficial

for the Purchasing Division to change the way they publicize current and past “Bids Received.” Currently, you may access “Bids Received” only if you know when the bid due date is/was or the RFQ number. It is very difficult for an agency outside the Purchasing Division to have this information. Possibly sort by year then the commodity of the item being quoted would be more user friendly. This agency has noticed in the past year a change that has taken place in the Purchasing Division. The Purchasing Division is communicating by sharing more information and resources with other agencies of the state. Purchasing Division personnel are consistently helpful now.

28. Overall, I believe the Purchasing Division does a fine job.
29. Purchasing has a difficult duty of holding the line and they do a tremendous job at it. We appreciate there hard work and dedication to helping us safeguard state taxpayers money by holding all accountable to a standard playing field for all. We look forward to working with Purchasing on each occassion simply due to their professionalism and strong work ethic.
30. Outstanding Employees - Karen Byrd and Ron Price
31. The **[name redacted]** has not utilized the services of the Purchasing Division.
32. Please note: 12.3.10 Allows Auditor/DOA to implement a PCard program & WVSAO promogated the rules.
33. See comments above.
34. Often, statewide contract pricing can be beat by other vendors and the SWC vendors often do not abide by time frames specified for delivery. The State Purchasing Division staff is helpful and promptly addresses questions, etc. in an effort to process procurement requests.
35. It would be beneficial and more cost effective for agencies to be able to send items for recycling to Surplus Property for pick-up.



## Real Estate Division

The purpose of the Real Estate Division is to establish a unified and fully integrated real estate portfolio management system for the agencies and institutions of the Executive Branch.

### Section Highlights

Of the surveyed agencies that responded to this section, 50 percent have utilized the services of the Real Estate Division since its inception on July 1, 2007.<sup>5</sup> Ninety percent of those agencies reported responsiveness and ease of communication with the Division as being satisfactory or better. Overall satisfaction with the quality and timeliness of services was 32 and 36 percent, respectively. Those percentages are compared to only 9 and 10 percent of unsatisfied customers. An especially high number of not applicable responses in both categories produced skewed statistics. Comments in this section described only a small number of communication and timeliness deficiencies. The survey results are provided below. A complete listing of written comments from the participants can be found beginning on page?

1. *Has your agency utilized the services of the Real Estate Division since its inception on July 1, 2007?*

A. Yes = 47 (50%)

B. No = 47 (50%)

2. *Please describe the level of responsiveness and ease of communication between your agency and the Real Estate Division when requesting services and/or support.*

A. Excellent = 19 (40%)

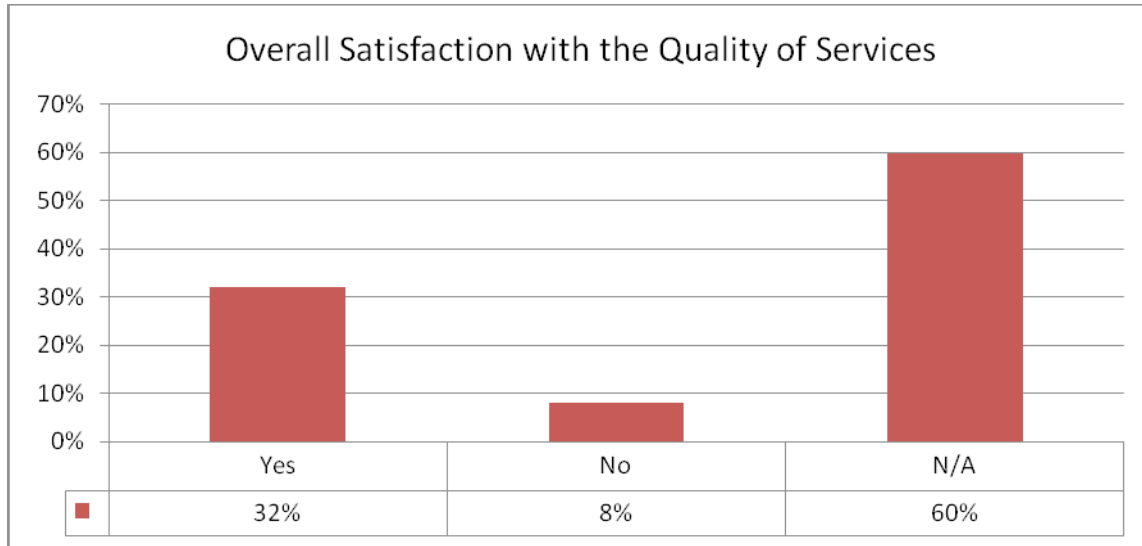
**B. Satisfactory = 24 (50%)**

C. Unsatisfactory = 5 (10%)

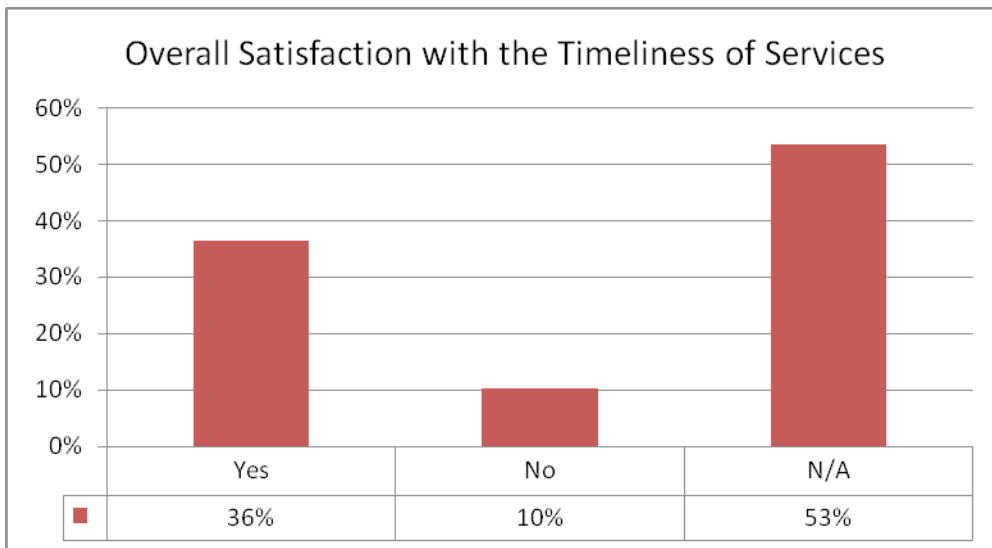
3. *Is your agency satisfied with the quality of services that have been performed by the Real Estate Division (since its effective date of July 1, 2007) for your agency?*

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<sup>5</sup>The Real Estate Division was created during the 2007 Regular Session and became effective on July 1, 2007. Similar functions of this agency that were previously executed by the General Services Division were not in the scope of this survey section.



4. *Is your agency satisfied with the timeliness of services that have been performed by the Real Estate Division (since its effective date of July 1, 2007) for your agency?*



**Please Note:** This section contains the written comments of the agency administrators that participated in the web-based survey of the Department of Administration. Every attempt has been made to ensure the anonymity of the providers of the comments. The Legislative Auditor **has not edited these comments** in any way except for removing

- the voluntarily surrendered name of the agency making the comment,
- the name of any program that is directly related to the commenting agency,
- any specific dates that could be directly tied to the commenting agency, and
- the names of any individual portrayed negatively.

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## Comments on the Real Estate Division

### Quality of Services

1. Service has been satisfactory.
2. **[name redacted]** maintains personnel who interact with DOA Real Estate on behalf of the various bureaus so I have not had any direct contact with them.
3. The reale state division did not keep the agency informed of a potential field office move, but communication has improved between the real estate division and the agency in the past several months.
4. Since July 1, 2007, the Real Estate Division has been generally nonresponsive to inquiries from this agency.
5. Since July 1, 2007, **[name redacted]** has had no experiences related to question #3.
6. They did not help the agency with the selection of real estate.
7. Assistance received in renewal of current lease
8. For the first time, we are working with the real estate division to assist us in locating property for a **[name redacted]** facility.
9. Mr. Lawrence and his staff are very professional and informative while assisting us with our needs. They are a nice asset to have when typically no one knows or understands the real estate world.

### Timeliness of Services

1. The Real Estate Division could be more timely in informing the agency of their decisions regarding renewing or acquiring leases. Our landlord informed me two weeks ago that our lease had been renewed for an additional three years. I have not yet heard from the Real estate Division of this fact.



2. Submit form to rent space for Board meetings. Within 24 hours of submitting, have received approval.
3. Requests were not responded to in a timely manner.
4. repeated calls and emails not returned
5. Since July 1, 2007, the Real Estate Division has been generally nonresponsive to inquiries from this agency.
6. Filed WV14 form on **[date redacted]** for space to be leased by **[date redacted]**. Did not get space approved until **[date redacted – greater than 4 months past initial]**.
7. Since July 1, 2007, **[name redacted]** has had no experiences related to question #4.
8. Our agency expressed a need to relocate a regional office a year and a half before all the approvals, new lease, paperwork, etc was completed allowing for the move. We also lost out on one chosen location because the approvals took so long that it was no longer available for lease.
9. It seems to be taking longer to receive leases or addendums back approved.
10. See above
11. N/A at this time We are in the process of working with them for the first time
12. Timeliness is excellent.
13. The Real Estate Division is not timely in answering questions regarding requests for space. The agency often does not know if requests are approved or not until a “copy” of a lease is sent to the prospective landlord. When denials are processed, the Division is slow to notify state agencies of the denial.

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### General Comments / Other Issues

1. I believe that the Real Estate Division is a very valuable asset to the state. They have the staff and expertise to evaluate the suitability of perspective properties for state agencies and to determine that a fair price is obtained for said properties. A small agency such as ours would not have the staff and expertise to make these determinations.
2. This Board rents space from a real estate rental company. The Real Estate Division oversees the yearly contract between the company and the Board.
3. Just recently we received a notice from the RE Division as notice of a lease addendum. They are increasing our monthly lease rent for this basement office space in the **[location redacted]**. Since we have been here **[date redacted]** we have experienced exploding pipes, water damage, disturbed asbestos inside wall plumbing, ceiling water leakage, sewage leakage from upper floors that was overly gross and choking, three times damaged carpet (replaced twice. This space is filled with stained or missing ceiling tiles that we paid for. There were extra tiles but these went back to the workshop (GSD).The air quality is not the best but having been here for nearly **[duration redacted]** it is a moot point. I think the rent is excessive considering. It is the opinion of the writer that the Real Estate Division could have, as a professional courtesy, notified the Director of this agency to conduct a preliminary brief discussion and forewarn me of this before the annual expenditure schedule was due to the Budget office. Every expenditure is passed on to **[name of profession redacted]** to pay in license fees. I can understand contributing to the utility costs of this space and assume this is customary.
4. They seem to be overwhelmed and not fully familiar with state agency's needs or procedures.
5. Administrative services for the **[name redacted]** are provided by the **[name redacted]**.
6. Lease issuance was delayed for multiple reasons. Tax status of Lessor and Organization was not verified.

7. It has been a pleasure to work with Chuck Lawrence and his staff. They are true professionals, team-oriented and they have provided invaluable assistance and guidance. They are accessible and responsive to ur needs and inquiries.
8. **[name redacted]** has a number of leases throughout the state and therefore most experiences with the real estate division are related to general administration of these contracts. Service level is satisfactory in this category.
9. Director very knowledgeable and experienced. First effort in state history to manage (or even to properly inventory) all real estate holdings, leaseholds, etc. No comprehensive listing or overall plan ever done for all facilities, resulting in more expense than should have been incurred, while conversely giving many employees inadequate facilities in which to work. Many startup obstacles have made progress slow but not fault of Director. Commendable effort. Should have been done years ago.
10. Real Estate does an excellent job of letting you know what you need vice what you want and what a fair market value is for. It is nice having an objective person working the issue instead of someone who has rented from a particular person for years and formed a relationship, the State gets a better deal.
11. Changes in policies have not been communicated to agencies until the agency has already submitted requests based on old policies. It takes entirely too long to process leasing documents through the Real Estate Division.



## Office of Technology

The Office of Technology is responsible for setting the statewide information technology strategic direction, providing highly reliable, secure and cost-effective oversight, leadership, administration, and providing direction relating to information technology to all agencies.

### Section Highlights

Of the surveyed agencies that responded to this section, 86 percent utilize the services of the Office of Technology (OT). Of those, 90 percent of respondents described the responsiveness and ease of communication with the OT as satisfactory or better. The overall satisfaction with the quality and timeliness of services provided was 58 and 56 percent respectively. Twelve percent found these areas to be unsatisfactory. Additional questions for this section were focused on services not provided by OT. The most common services that are provided by OT **but not utilized by the respondent** were:

- hardware/software consultation,
- hardware/software support,
- website hosting, and
- website support/maintenance.

The most common reasons given for not using OT for these services were:

- specialized expertise of private vendor,
- private vendor provides service not offered by the Office of Technology, and
- quality of service by the private vendor.

These responses were provided by the additional comments section. Multiple comments had negative issues with the areas of software purchasing, consultation, and support. The survey results are provided below. A complete listing of written comments from the participants can be found beginning on page?

1. *Does your agency utilize the services of the Office of Technology?*

**A. Yes = 80 (86%)**

B. No = 13 (14%)

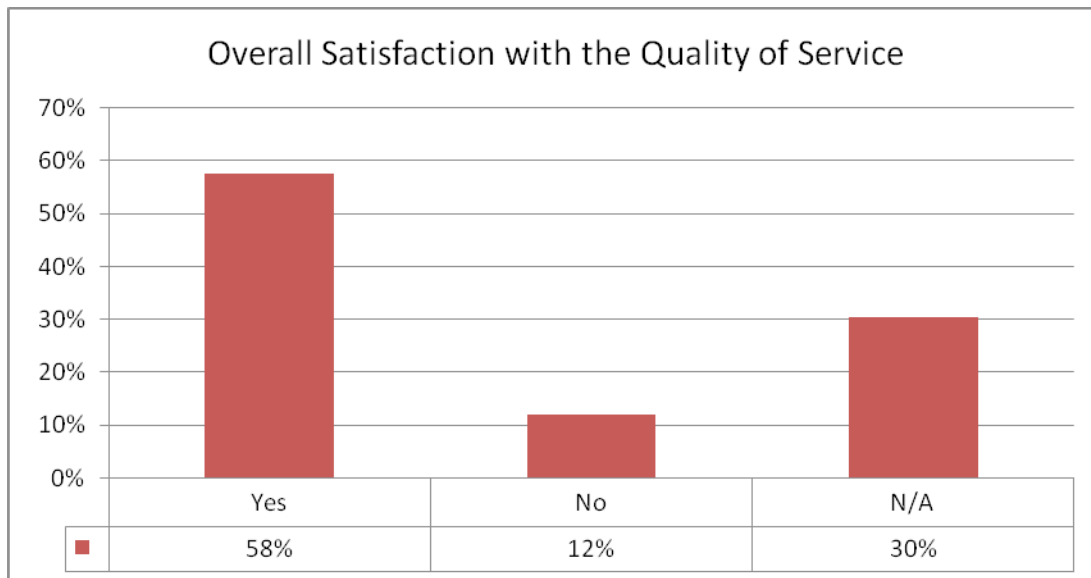
2. *Please describe the level of responsiveness and ease of communication between your agency and the Office of Technology when requesting services and/or support.*

A. Excellent = 21 (26%)

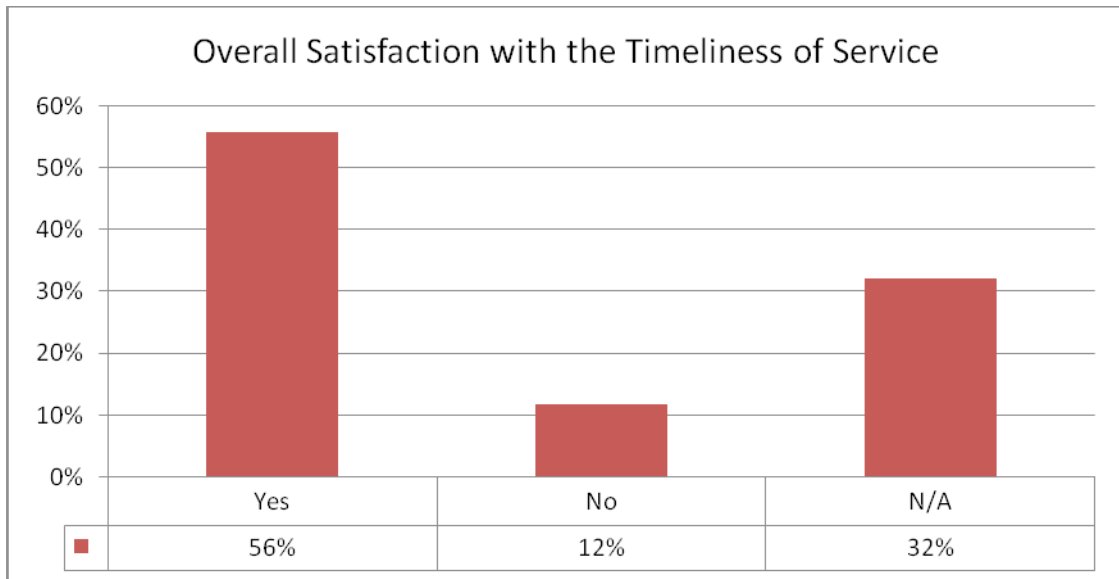
**B. Satisfactory = 51 (64%)**

C. Unsatisfactory = 8 (10%)

3. *Is your agency satisfied with the quality of services that have been performed by the Office of Technology for your agency during the last three years? (Please select "N/A" if your agency does not utilize that particular service.)*



4. *Is your agency satisfied with the timeliness of services that have been performed by the Office of Technology for your agency during the last three years? (Please select "N/A" if your agency does not utilize that particular service.)*



5. *What services within your agency are performed by a private vendor rather than the Office of Technology? (Select all that apply)*

- A. Hardware/software consultation = 22 (16%)
- B. Hardware/software support = 23 (17%)**
- C. Internet connectivity and maintenance = 14 (10%)
- D. Email access and support = 9 (7%)
- E. Hardware/software training classes = 19 (13%)
- F. Website hosting = 20 (14%)
- G. Website support/maintenance = 23 (17%)**
- H. Other = 8 (6%)

6. *Why does your agency use the private vendor for support on these services rather than the Office of Technology? (Select all that apply)*

- A. Cost savings = 16 (11%)
- B. Specialized expertise of private vendor = 44 (31%)**
- C. Better customer service = 15 (12%)
- D. Private vendor provides service not offered by the Office of Technology = 26 (18%)
- E. Timeliness of service by the private vendor = 18 (13%)
- F. Quality of service by the private vendor = 21 (15%)

7. *What technology services are performed by staff within your agency without the assistance of the Office of Technology or a private vendor?*

- A. Hardware/software acquisition = 32 (25%)**
- B. Hardware/software support = 29 (23%)
- C. Internet connectivity and maintenance = 16 (12%)
- D. Email access and support = 20 (16%)
- E. Hardware/software training classes = 14 (11%)
- F. Other = 16 (13%)

8. *Does your agency have an internet website?*

- A. Yes = 78 (96%)**
- B. No = 3 (4%)

9. *Please select the statement that applies to your agency's website?*

- A. The agency's website is hosted, maintained, and supported by the Office of Technology = 9 (12%)
- B. The agency's website is maintained by in-house staff with support and assistance by the Office of Technology = 28 (37%)**
- C. The agency's website is autonomous from the Office of Technology and maintained exclusively in-house = 21 (28%)
- D. The agency's website is hosted, maintained, and supported by a private vendor = 10 (13%)
- E. The agency's website is maintained by in-house staff with support and assistance by a private vendor = 8 (10%)

10. *Have personnel from your agency attended training classes held by the Office of Technology in the past three years?*

- A. Yes = 37 (46%)
- B. No = 44 (54%)**



**Please Note:** This section contains the written comments of the agency administrators that participated in the web-based survey of the Department of Administration. Every attempt has been made to ensure the anonymity of the providers of the comments. The Legislative Auditor **has not edited these comments** in any way except for removing

- the voluntarily surrendered name of the agency making the comment,
- the name of any program that is directly related to the commenting agency,
- any specific dates that could be directly tied to the commenting agency, and
- the names of any individual portrayed negatively.

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## Comments on the Office of Technology

### Quality of Services

1. Not usually a problem.
2. Services are generally very good but have experienced problems with conflicting advice on current problems with very slow service on our licensing data base.
3. The Office of Technology has set up a new data base and just recently redesigned our web page. They are very polite and efficient whenever I call and are very helpful with all my needs.
4. We discovered if you call the former “help desk” they give you a “ticket number” and if they document the call even if you get help or not, you are billed. We were in a crisis situation hit with a deadly virus. It was very close to 5:00 pm. We called to get emergency guidance. They said the call would be returned within 48 to 72 hours. Our systems were dead. We called the technical company owner that we have dealt with for years, he came to our office and spent over an hour here correcting the problem and advising us. He acted above and beyond the call of duty. On the following Tuesday, we received a return call and stated the problem had of course been corrected. We later received a bill for \$15.00 for placing the call which we paid.
5. The Federal Office of **[name redacted]** identified as a “good idea” the concept of purchasing the automated phone messaging systems, so that our staff are not tied up in making routine calls to remind customers of hearings, appointments, etc. We found an inexpensive one that appeared to do what we wanted it to do - it would have cost the agency approximately \$3,000 for the purchase of the equipment. We wanted to purchase one as a pilot project to see whether we felt it was useful. We met with staff from OT about this. They “supported the concept” but asked us to wait for a “few months” because they were working on something that was going to be even better for us. That was over two years ago. They have not responded to the e-mails that I have sent since that time about this subject. We have a customer service unit located at the **[name redacted]** that has about 10 specialists answering phone calls that come in through an 800 number. We had problems with our old system, so about three years ago we purchased a new

system with the assistance of OT. This one does not do the things we asked for it to do, and it goes down a lot. When it goes down we sometimes have difficulty in sorting out what the problem is. I don't always feel that we are getting the best advice about these types of technical issues. I am not an expert in this so it is hard for me to evaluate these issues, but I think it is possible that we could get a better system that would serve our customers. I would like to feel confident in their advice but at this point I don't, based upon these experiences.

6. Purchasing assistance still comes primarily from **[name redacted]**, **[name redacted]** and **[name redacted]** Purchasing.
7. Access is generally good. The Help Desk is helpful, but we are not overly happy with our current technician who does not appear to be particularly knowledgeable and whose answer to everything is "delete everything." Recent technical assistance with the new IP phones has been excellent.
8. The following are comments for each service addressed above in question number three: a) Our office had had good service with recommendations on purchasing hardware and software. b) Hardware/software support via the Help Desk is often friendly, however, efficiency and effectiveness of solutions are often a problem. c) and d) Internet and E-mail access issues have generally been resolved, however, timeliness of the solution is the main issue. Individuals that help with Internet and E-mail problems are knowledgeable and friendly. e) Our office has experienced quality of service from IS&C cell phone division and AT&T. They are very knowledgeable of issues relating to service and contract questions. f) The instructors teach well, listen, and walk-through the material very well.
9. This agency has the qualified IT staff necessary to make the appropriate needs assessments and purchasing determinations as required for our IT function. Certainly, we do not operate in a vacuum. Always, a consideration for us is our compatibility with other State systems and processes. Although many agencies must or should rely on the Office of Technology's expertise for this function, their role in these processes is an obstacle that slows progress for us and does not contribute any value to our process.

10. Email access and support is excellent. At this time, **[name redacted]** is still a GroupWise e-mail agency. We are scheduled to be migrated later this year to the Executive domain Outlook/Exchange.
11. when trying to make a purchase it was extremely difficult to get responses and help in a timely manner.
12. Email costs may exceed what **[name redacted]** has budgeted for existing usage. We currently use WVU at \$1.00 per e-mail per month Classes are more for end-users rather than high-tech staff
13. **[name redacted]** has used Office of Technology for e-mail access for approximately three months. Level of service to this point has been satisfactory but does not correspond with the question asked of “three years”.
14. we have not been informed of any classes the office of technology offers. the OT’s office was unable to provide us the skills and expertise for assistance with hardware/software we need for our **[project redacted]**. they did do a lease for us with Charleston Blueprint but we are charged each time we call.
15. Response to server issues and network issues has been very slow in some instances. When techs are establishing new employees the issue must go through 2-3 different techs before the job is complete which, in our opinion, creates unneeded delay in providing an effective employee enviroment.
16. Not particularly satisfied with the purchase approval process -- OT individuals who have no clue what this agency does (or how we need to do it) are making assumptions and decisions about what we need, assuming that all of government is basically the same -- and it is not. Assumptions that the lowest common denominator and the cheapest possible price rule are demoralizing.
17. Purchasing is very difficult. THE process is too long and there aren’t enough reviewers to make this process timely.
18. The approval system for hardware is much too long. This needs revamped badly.
19. This office contracts with the OT for general network, software and desktop support as well as email exchange services

20. Have had significant issues in past with software support of **[name redacted]** software. All issues currently being resolved and discount in billing given due to necessity of cleaning up data base differences allowed to accumulate. Wish to commend entire Time Matters “team” including Frank, Annie, Jack Pullen, Angie Riley, and any others involved. Special thanks to Sue Lore and John. Some issues lingering with reorganization of routine office software and hardware support. Switch made to route all calls through Help Desk, with field staff assigned to various **[name redacted]** offices. Previously we had one point of contact for all issues and worked very well (Mike Belcher). Addition of numerous new people, most of whom were unfamiliar with our system caused some confusion and complaints to this office. However, all working better and think these issues will get better with time. Voucher processing major redesign underway and also going well. Commend Frank Stark, Aaron Riley, Eric Dye, Tim Phillips and Rick Pickens.
21. We have always found their services to be of the highest quality, and if there is ever a problem they are quick to respond.
22. The quality of service is outstanding.
23. Overall quality is negatively impacted due to untimely provision of services. Not enough support staff are available to resolve problems efficiently.

#### Timeliness of Services

1. We usually do not have a problem with timeliness of service.
2. Even though they appear to have a very heavy work load, all requests have been handled in a timely fashion.
3. They are prompt with returning phone calls and emails. Currently I’m waiting on a new computer system that has taken since January to complete. Getting the equipment to this office could have been a lot faster.
4. responsiveness has been extremely slow for assistance in purchasing and hardware/software support which has created efficiency problems for our board.

5. See previous comment.
6. Hardware/software support thru WVOT Help Desk is as or more efficient as dealing with [name redacted] Help Desk. But getting direction from OT for planning purposes is extremely difficult. OT has been non-responsive to requests for assistance with system development/maintenance issues. Other than the help desk, it is nearly impossible to get a live person on the phone. OT staff don't return phone or e-mail messages in a timely fashion.
7. During a move last fall, OT was supposed to set up computers, but our staff ended up doing that. Technician said he knew nothing about it. In preparation for the move, we were unable to get specific information from OT on purchases we needed to make prior to the phone installation until the moment when IT needed the item.
8. The following are comments for each service addressed above in question number four: a) IS&C contacts have provided us with various options to satisfy the technology needs of the office. b) Given the need of a quick response with computer issues in the 21st century, issues are fixed days after addressed unless periodic check-up calls are made to the Help Desk. c) and d) Timeliness is the main issue. Our office will only call for help when the issue needs immediate attention and impairs our office to operate efficiently. Thus, we expect a quick solution. e) Our office has experienced very good efficiency when inquiring or purchasing cell phones. f) A few individuals have had training in various software titles at One Davis Square. Some classes could be one day instead of multiple days of instruction.
9. Same comment as #3.
10. Assistance with purchasing hardware/software is sometimes slow. The volume of reviews and limited OT staff is the major issue. We have a good relationship with the OT and have a process in place to identify high priority reviews. I would recommend that OT enhance their tracking system for reviews to allow us to inquire the status of a request.
11. Takes too long for any assistance.

12. could not get classes scheduled, OT keep canceling and we finally had to go to outside vendor to get a Crystal class.
13. In the past three years, in frequent calls were made to the Help Desk and were primarily related to FIMS or Mainframe Access.
14. we have not been informed of classes available.
15. We are still trying to get concurrence or denial in approving the purchase of software for time and leave tracking for the agency. This effort is now entering its 6th week.
16. Requests for approval to purchase equipment other than standard Lenovo desktops (i.e., servers, network equipment, specialized software, etc.) take way too long (typically, 3 business weeks). Also, the approval process is onerous, as people who have no idea what an agency does or how it needs to do it are making decisions assuming that the agency doesn't know what it's doing.
17. See above
18. We are obligated to submit hardware/software purchase requests through the OOT, however the lack of responsiveness has created additional financial burdens in some instances.
19. Response times from Office of Technology range from same day response on some issues to two years later on others. We purchased the new phone systems for all five regional offices in the fall of 2006 with assurances of certain time frames for installation. Some of our regional offices have not yet had their new phone system installed by Office of Technology.
20. see above
21. Excellent
22. As we have our own IT Department we rely heavily on our staff vice Office of Technology. We there is a need to request services from them we are satisfied with the response.
23. Untimely support is a constant challenge in all areas in order to get problems resolved quickly so work is not interrupted. Untimeliness of support to get new staff's computer access set up causes unproductive work time.

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### General Comments / Other Issues

1. None to my knowledge
2. We have run into support issues lately. The **[name redacted]** as a Separate Constitutional Officer determines how, when, and what type of technology should be used in the management of the **[name redacted]**. We have been co-managing somethings with GOT but have been told recently they'll no longer do co-management. We are now looking for an outside vender to help and we'll develop expertise in house.
3. The office of Technology have been helpful and supportive.
4. I briefly met with the Office of Technology to have our website switched over from a private vendor, but I actually have not had any formal training.
5. Website was provided by **[name redacted]** Office and we maintain with support of **[name redacted]**. We are located in **[location redacted]** so it is difficult for IS&C to offer hardware support to us. We do most of our own support with help of friends and family with the needed computer skills.
6. In the early 90's I depended on this sector of state government to help me and they did. Things have changed a great deal over the years. We want to stick with what has worked well for us.
7. The training is good. But the technical folks are not very "customer service oriented". Also there was a security breach with some of our confidential information - they used live production information to test a new piece of equipment and then did not shred the material and dispose of it properly. After this was discovered there was a second security breach - not our info this time. I am concerned about their security protocols at their printing site.
8. Answer to #9 above: Maintained in-house with assistance from **[name redacted]**. There seems to be very little communication coming out of WVOT about policy/planning issues. No opportunity afforded for our input.
9. The following items should be addressed to improve the WV Office of Technology: costs to agencies and response/solution time. First, the current technical consultation charge is \$60/hour.



This is a significant cost to agencies that may need to be lowered to a more reasonable hourly charge. Second, the response/solution time needs to be more efficient. Also, the WV Office of Technology should somehow conduct a Cost Benefit Analysis on calls related to broken equipment (i.e. computer) because in the past the cost to fix something has exceeded the cost of purchasing new equipment. From the agency perspective, determining if the repair is advantageous may be hard to determine because we do not know how long it will take WVOT to fix a problem. Thank you!

10. At the present time, all technology services for the **[name redacted]** Office are provided by the **[name redacted]** Division of **[name redacted]**.
11. Communication from the Office of Technology to the agencies should be improved. Agencies are given very little information on processes and services.
12. we are concerned that the office of technology has taken on a monumentous project of consolidation which will affect timely and quality of services. the OT staff will not have a vested interest in specific agencies and their unique needs that are different from the "norm". Quality and timely error will directly affect our visitors and patrons especially dealing with interactive computers in teh new museum education and virtual museum projects. an additional concern is the escalating cost to the agency for support from the OT's office. our employees will be transferred to the OT's personal services expenditure schedule. they will have the money to pay the employee but will also invoice the agency for services. seems the OT office will be getting paid twice for the same service.
13. Technicians need additional cross training between network, server to lessen response time for correction of problems within an agency. Currently, it is compartmentalized and one can delve in the area of the other. This creates unnecessary delays on the agency submitting a request for corrections.
14. Internet performance & email performance both degraded upon assimilation into Office of Technology network

15. All hardware and software installation, removal and upgrade issues are performed by internal agency staff trained to support hardware/software issues due to the exclusivity of the library automation cataloging software in all 173 public libraries across the state.
16. The **[name redacted]** mission is unique in that its operations have been closely integrated with the private sector (vendors, users and testing lab consultants for systems, hardware and software) for its twenty-two year history. The agency's responsibility as a regulator of **[program redacted]** is governmental but the **[program redacted]** enterprises that it oversees operate the latest industry specific platforms that require customized training and support. With five **[name redacted]** programs (**[programs redacted]**) that generate over **[amount redacted]** in revenue during the last fiscal year, there is limited opportunity to mesh its technology systems with that of other government agencies. As the **[rank redacted]** largest revenue source for the state managing a 24x7 operation, it is critical to our continued success to have an IT department located within the confines of the WV **[name redacted]**.
17. The WVFIMS training courses are non-existent.
18. MS Access training - database instruction
19. The **[name redacted]** has an in-house IT staff consisting of five individuals. They perform maintenance and support on: IT; security; telephones; fire alarms; and, **[program redacted]**.  
Question 5: The private vendor is for our **[redacted]** system.
20. very helpful
21. Very satisfied with the Office of Technology and the assistance they provide to our agency.
22. Outstanding Employees: Helen Wilson, Pat Wehrle, Richard Wickert, and Robert Dixon

## **Conclusion**

According to the overall results of this survey, agencies that utilize the selected service-oriented divisions within the Department of Administration are generally satisfied with the services that are received. Statistical information and commentary contained in this report should be beneficial to the Department of Administration and most specifically the divisions that were subjects of the survey. In addition, the collection of these data will facilitate in the scoping of the audit plan for the Departmental Review of the Department of Administration.



## Appendix A: Transmittal Letter

### WEST VIRGINIA LEGISLATURE *Performance Evaluation and Research Division*

Building 1, Room W-314  
1900 Kanawha Boulevard, East  
Charleston, West Virginia 25305-0610  
(304) 347-4890  
(304) 347-4939 FAX



John Sylvia  
Director

July 15, 2008

Robert W. Ferguson, Jr., Cabinet Secretary  
Department of Administration  
Building 1, Room E-119  
1900 Kanawha Boulevard, East  
Charleston, WV 25305-0120

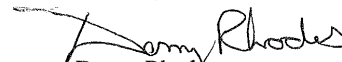
Dear Secretary Ferguson:

This is to transmit a draft copy of the survey results conducted as part of the Departmental Review of the Department of Administration. This report is scheduled to be presented during a July 28-30, 2008 interim meeting of the Joint Committee on Government Operations and Joint Committee on Government Organization. We will inform you of the exact time and location once the information becomes available. It is expected that a representative from the Department be present at the meeting to orally respond to the report and answer any questions the committees may have.

In addition, we need your written response by noon on July 22, 2008 in order for it to be included in the final report. If you intend to distribute additional material to committee members at the meeting, please contact the House Government Organization staff at 340-3192 by Thursday, July 24, 2008 to make arrangements.

We request that your personnel not disclose the report to anyone not affiliated with your agency. Thank you for your cooperation.

Sincerely,

  
Denny Rhodes  
Research Manager

Enclosure

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*Joint Committee on Government and Finance*

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## Appendix B: Agency Survey Recipients

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| Accountancy, Board of  |
| Administration, Office of  |
| Aeronautics Commission   |
| Agriculture, Department of                                       |
| Air Quality, Division of   |
| Alcohol Beverage Control Administration                          |
| Architects, Board of   |
| Attorney General   |
| Aviation Division  |
| Banking, Division of   |
| Barbers and Cosmetologists, Board of                             |
| Behavioral Health, Bureau for                                    |
| Center for Professional Development                              |
| Child Support Enforcement, Bureau for                            |
| Children’s Health Insurance Program                              |
| <b>Commerce, Secretary of*</b>                                   |
| Consolidated Public Retirement Board                             |
| Corrections, Division of   |
| Council for Community and Technical Education                    |
| Court of Claims/Crime Victim’s Compensation Fund                 |
| Criminal Justice Services, Division of                           |
| Culture and History, Division of                                 |
| Deaf and Hard of Hearing, Commission for the                     |
| Dentists and Dental Hygienists, Board of                         |
| <b>Development Office, West Virginia*</b>                        |
| Economic Development Authority                                   |
| Education and Arts, Office of the Secretary, Department of       |
| Education and State Employees Grievance Board                    |
| Educational Performance Audits, Office of                        |
| Energy, Division of  |
| Environmental Advocate, Office of                                |
| Environmental Protection, Office of the Secretary, Department of |
| Environmental Quality Board / Air Quality Board                  |
| Ethics Commission  |
| Finance, Division of   |
| Forestry, Division of  |
| Funeral Service Examiners, Board of                              |
| General Services Division  |
| Geological and Economic Survey                                   |

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| Health and Human Resources, Office of Secretary, Department of  |
| Health Care Authority   |
| Higher Education Policy Commission, Office of the Chancellor  |
| <b>Highways, Division of*</b>   |
| Homeland Security and Emergency Management, Division of   |
| Homeland Security SAA, Division of  |
| <b>Housing Development Fund*</b>  |
| Human Rights Commission   |
| Information Technology Office   |
| Inspector General, DHHR, Office of the  |
| Insurance Commission  |
| Investment Management Board   |
| Juvenile Services, Division of  |
| Labor, Division of  |
| Land Restoration, Division of (Abandoned Mine, Environmental Remediation,<br>REAP, Special Reclamation) |
| Legal Services, Office of   |
| Library Commission  |
| <b>Licensed Dietitians, Board of*</b>   |
| Licensed Practical Nurses, Board of   |
| Lottery Commission  |
| Massage Therapy Licensure Board / Board of Acupuncture  |
| Medical Imaging and Radiation Therapy Technology, Board of Examiners for                                |
| Medical Services, Bureau for  |
| Medicine, Board of  |
| <b>Military Affairs and Public Safety, Office of the Secretary*</b>                                     |
| Miners Health Safety and Training   |
| Mining and Reclamation, Division of (Explosives and Blasting)   |
| Motor Vehicles, Division of   |
| Municipal Bond Commission   |
| National and Community Service, Commission for  |
| Natural Resources, Division of  |
| Nursing Home Administrators Licensing Board   |
| Occupational Therapy, Board of  |
| Oil and Gas Conservation Commission   |
| Oil and Gas, Office of  |
| Optometry, Board of   |
| Osteopathy, Board of  |
| Parkways, Economic Development and Tourism Authority  |
| Personnel, Division of  |



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| Physical Therapy, Board of                                      |
| Prosecuting Attorneys Institute                                 |
| Protective Services, Division of                                |
| Psychologists, Board of Examiners for                           |
| Public Broadcasting, Division of                                |
| Public Defender Services  |
| Public Employees Insurance Agency                               |
| Public Health, Bureau for                                       |
| Public Information Office                                       |
| Public Port Authority   |
| Public Transit, Division of                                     |
| Purchasing, Division of   |
| Racing Commission   |
| Real Estate Commission  |
| Real Estate Division  |
| Regional Jail Authority   |
| Registered Professional Nurses, Board of Examiners for          |
| Rehabilitation Services, Division of                            |
| Revenue, Office of the Secretary, Division of                   |
| Risk and Insurance Management, Board of                         |
| School Building Authority                                       |
| Secretary of State  |
| Senior Services, Bureau of                                      |
| Small Business Ombudsman, Office of                             |
| Social Work Examiners, Board of                                 |
| Solid Waste Management Board                                    |
| Special Investigations, Commission on                           |
| Speech Language Pathology and Audiology, Board of Examiners for |
| State Athletic Commission                                       |
| State Auditor   |
| State Budget Office   |
| <b>State Fire Marshal*</b>                                      |
| State Parole Board  |
| State Rail Authority  |
| State Superintendent of Schools                                 |
| State Treasurer   |
| Supreme Court of Appeals  |
| Surface Mine Board  |
| Tax Appeals, Division of  |

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| Tax Department  |
| Technology, Office of   |
| Tourism, Division of  |
| Transportation, Office of the Secretary, Division of                |
| Uniform State Laws, Commission on                                   |
| <b>Veteran Affairs, Division of*</b>                                |
| Veterinary Medicine, Board of                                       |
| Water and Waste Management, Division of (Environmental Enforcement) |
| Water Development Authority   |
| West Virginia National Guard  |
| West Virginia State Police  |
| Workforce WV  |
| *Agencies that did not respond to the survey                        |

# Appendix C: Agency Response



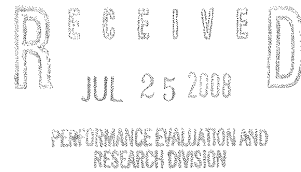
JOE MANCHIN III  
GOVERNOR

STATE OF WEST VIRGINIA  
DEPARTMENT OF ADMINISTRATION  
OFFICE OF THE CABINET SECRETARY

ROBERT W. FERGUSON, JR.  
CABINET SECRETARY

July 23, 2008

Mr. Denny Rhodes, Research Manager  
West Virginia Legislature  
Performance Evaluation and Research Division  
Building 1, Room W-314  
1900 Kanawha Blvd., East  
Charleston, WV 25305



**Re: Customer Survey Results for the Department of Administration**

Dear Mr. Rhodes:

Please allow the following to serve as the Department of Administration's response to the survey conducted by the Legislative Auditor targeting the department's customers as part of the Legislature's ongoing departmental review. The Department of Administration strives to be a cost-efficient, customer-oriented service department whose actions are transparent to taxpayers, resulting in innovative solutions and quality results for a government that effectively serves West Virginians (our mission statement).

I am concerned that this survey, because of its methodology and presentation, does not accurately capture the sentiment of the Department of Administration's customers and cannot be practically utilized as a tool for improvement. Furthermore, the survey does not recognize that the laws, policies, and procedures that govern the Department of Administration create a sometimes arduous process that may be frustrating to customers, especially those of Purchasing Division and the Division of Personnel. Each of the department's service agencies must maintain a delicate balance between often-conflicting priorities of legislative requirements and purely satisfying customers' needs. The Department of Administration will not sacrifice its transparency and accountability to the taxpayers for the sole purpose of increasing customer satisfaction. Again, while I think that both are equally important and strive to always improve customer service, the limited scope of the survey may lead the reader to solely focus on customer satisfaction as the only measure of success.

DEPARTMENT OF ADMINISTRATION  
OFFICE OF THE CABINET SECRETARY

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Specifically, my concerns regarding the survey are the following:

- Respondents' identities are withheld, which eliminates possibilities for future communications and subsequent performance improvement with both satisfied and dissatisfied customers on a case-by-case basis.
- Customer satisfaction levels are neither calculated nor presented accurately in some cases, which creates a misconception of low satisfaction levels for particular agencies.
- Statistical significance and confidence levels are not presented, which masks the fact that the relatively small sample sizes do not yield statistically reliable, verifiable, or "true" results.

#### **RESPONDENT ANONYMITY HINDERS PRACTICAL IMPROVEMENT**

An anonymous customer satisfaction survey creates a disconnect between customer and service provider. Particular instances of customer discontent cannot be resolved if customers stand behind a veil of anonymity, making it impossible for the department to reach out on a case-by-case basis with a goal of performance improvement. Simply, a macro-level customer survey does not allow for the resolution of micro-level problems, as indicated by specific customer comments in the survey's appendices. This survey could have been a tool to further build rapport between the Department of Administration and other government agencies; however, it does not even allow for increased direct communication between customer and service provider.

Also, it is important to note that I routinely meet with my fellow cabinet secretaries individually and in a group-setting to discuss my department's services. With few exceptions, my department's work merits high praise. Additionally, I meet with all my directors at least once a week in a group setting and with a vast majority of them on a case-by-case basis many times each week in an effort to provide leadership and direction to satisfy the department's customers' needs. These actions create a rich communication level and are practical steps to improve the services offered by the Department of Administration.

#### **PRESENTATION OF RESULTS LEADS TO MISPERCEPTIONS**

The customer satisfaction levels, as presented, are, in my view, not calculated correctly: True customer satisfaction (and dissatisfaction levels) should be calculated without the inclusion of those respondents who replied "Not Applicable." While it is important to note the number of

DEPARTMENT OF ADMINISTRATION  
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respondents who answered “Not Applicable,” customer satisfaction and dissatisfaction percentages should be calculated based only on the total number of “Satisfied” and “Dissatisfied” customers. Because not all executive branch services, such as real estate and facilities management functions, are consolidated within the Department of Administration, many agencies do not use the services we provide. This, in some cases, large number of “Not Applicable” responses skews the survey results and the Legislative Auditor presents the results in a misleading manner.

For example, the survey responses for the Real Estate Division are presented in the following manner:

- *Question #3:* Is your agency satisfied with the quality of services that have been performed by the Real Estate Division (since its effective date of July 1, 2007) for your agency?
  - Yes: 32%
  - No: 9%
  - N/A: 60%
- *Question #4:* Is your agency satisfied with the timeliness of services that have been performed by the Real Estate Division (since its effective date of July 1, 2007) for your agency?
  - Yes: 36%
  - No: 10%
  - N/A: 53%

**Because over half of respondents answered “Not Applicable”, the results reported by the Legislative Auditor appear to reflect a very low customer satisfaction level with the Real Estate Division. However, in reality, one must recognize that 78% of respondents who utilize the Real Estate Division’s services are indeed satisfied.**

After calculating the aforementioned questions with the “Not Applicable” responses not included, the results are the following:

- *Question #3:* Is your agency satisfied with the quality of services that have been performed by the Real Estate Division (since its effective date of July 1, 2007) for your agency?
  - Yes: 78% [32 (# yes) / 41 (sum of # yes and # no)]
  - No: 22% [9 (# no) / 41 (sum of # yes and # no)]

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- *Question #4: Is your agency satisfied with the timeliness of services that have been performed by the Real Estate Division (since its effective date of July 1, 2007) for your agency?*
  - Yes: 78% [36 (# yes) / 46 (sum of # yes and # no)]
  - No: 22% [10 (# yes) / 46 (sum of # yes and # no)]

*Note that the Legislative Auditor reports only a 32% and 36% overall satisfaction rate for the Real Estate Division's quality of service and timeliness of service, respectively; while the actual overall satisfaction rates are 78% for each. This is misrepresentation of -46% and -42%, respectively.*

The following are questions that the Legislative Auditor, in my view, incorrectly presents satisfaction levels. Each question is immediately followed by the Legislative Auditor's data and then by a recalculated value that takes into account that true satisfaction levels should only be calculated from a sample of customers who actually use a particular service (i.e., "Not Applicable" answers are not part of the second calculation).

#### Board of Risk and Insurance Management

- *Question 4: Does BRIM provide adequate and thorough coverage for your agency?*

##### Legislative Auditor's Results<sup>1</sup>

- Yes: 80% (76/95)
- No: 1% (1/95)
- Don't know or N/A: 19% (18/95)

##### True Results

*(18 "Not Applicable" responses not included in % calculation)*

- Yes: 99% (76/77)
- No: 1% (1/77)

*Note that the Legislative Auditor reports only an 80% satisfaction rate regarding the adequacy and thoroughness of BRIM's coverage. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction*

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<sup>1</sup> The Legislative Auditor's report states that the satisfaction rate with BRIM's adequacy and thoroughness of coverage is 89% (and not 80% as shown above). It appears as though the original arithmetic was not calculated correctly, as 76 "Yes" respondents divided by the total number of respondents (95) equals 80%. This calculation also changes the "Don't know or N/A" percent from 9% in the Legislative Auditor's report to 19%. This response will assume the mistake as a simple mathematical error, as the original satisfaction rate is overstated.

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*rate of 99%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -19%, which may create a misperception to readers.*

**Consolidated Public Retirement Board (CPRB)**

- *Question 3: Does CPRB provide responses to your agency's inquiries in a timely manner?*

Legislative Auditor's Results

- Yes: 79% (71/90)
- No: 10% (9/90)
- Don't know or N/A: 11% (10/90)

True Results

*(10 "Not Applicable" responses not included in % calculation)*

- Yes: 89% (71/80)
- No: 1% (9/80)

*Note that the Legislative Auditor reports only a 79% satisfaction rate regarding the timeliness of CPRB's responses to agency inquiries. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 89%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -10%, which may create a misperception to readers.*

- *Question 4: Does CPRB adequately provide information to your agency about the rules, regulations, and benefits which apply to retirement?*

Legislative Auditor's Results

- Yes: 85% (77/91)
- No: 9% (8/91)
- Don't know or N/A: 7% (6/91)

True Results

*(6 "Not Applicable" responses not included in % calculation)*

- Yes: 91% (77/85)
- No: 9% (8/85)

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*Note that the Legislative Auditor reports only an 85% satisfaction rate regarding the adequacy of information provided by CPRB to agencies about the rules, regulations, and benefits which apply to retirement. However, a more accurate calculation of customer satisfaction levels should not include the number of “Not Applicable” responses. Such a calculation yields a satisfaction rate of 91%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -6%, which may create a misperception to readers.*

**Ethics Commission**

- *Question 1: Please describe the level of responsiveness and ease of communication between your agency and the Ethics Commission when requesting services and/or support.*

Legislative Auditor’s Results

- Excellent: 58% (56/96)
- Satisfactory: 25% (24/96)
- Unsatisfactory: 1% (1/96)
- N/A: 16% (15/96)

True Results

*(15 “Not Applicable” responses not included in % calculation)*

- Excellent: 69% (56/81)
- Satisfactory: 30% (24/81)
- Unsatisfactory: 1% (1/81)

*Note that the Legislative Auditor reports only an 83% satisfaction rate regarding the level of responsiveness and ease of communication by the Ethics Commission with other agencies.. However, a more accurate calculation of customer satisfaction levels should not include the number of “Not Applicable” responses. Such a calculation yields a satisfaction rate of 99%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -16%, which may create a misperception to readers.*

**Finance Division**

- *Question 3: Is your agency satisfied with the quality of services that have been performed by the Finance Division for your agency during the last three years? (Please select “N/A” if your agency does not utilize that particular service.)*



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Legislative Auditor's Results

- Yes: 81%
- No: 5%
- N/A: 14%

True Results

*(14% "Not Applicable" responses not included in % calculation)*

- Yes: 94% (81/86)
- No: 6% (5/86)

*Note that the Legislative Auditor reports only an 81% satisfaction rate regarding the quality of the Finance Division's services to agencies. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 94%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -13%, which may create a misperception to readers.*

- *Question 4: Is your agency satisfied with the timeliness of services that have been performed by the Finance Division for your agency during the last three years? (Please select "N/A" if your agency does not utilize that particular service.)*

Legislative Auditor's Results

- Yes: 81%
- No: 5%
- N/A: 14%

True Results

*(14% "Not Applicable" responses not included in % calculation)*

- Yes: 94% (81/86)
- No: 6% (5/86)

*Note that the Legislative Auditor reports only an 81% satisfaction rate regarding the timeliness of the Finance Division's services to agencies. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 94%. Therefore, the Legislative Auditor incorrectly*

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*calculates the satisfaction rate by a difference of -13%, which may create a misperception to readers.*

- *Question 5: Does WVFIMS serve your agency needs?*

Legislative Auditor's Results

- Yes: 86% (76/88)
- No: 10% (9/88)
- N/A: 3% (3/88)

True Results

*(3 "Not Applicable" responses not included in % calculation)*

- Yes: 89% (76/85)
- No: 11% (9/85)

*Note that the Legislative Auditor reports only an 86% satisfaction rate regarding WVFIMS meeting agencies' needs. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 89%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -3%, which may create a misperception to readers.*

- *Question 6: Does your agency find WVFIMS to be user friendly?*

Legislative Auditor's Results

- Yes: 70% (62/88)
- No: 23% (20/88)
- N/A: 7% (6/88)

True Results

*(6 "Not Applicable" responses not included in % calculation)*

- Yes: 76% (62/82)
- No: 24% (20/82)

*Note that the Legislative Auditor reports only a 70% satisfaction rate regarding the user-friendliness of WVFIMS. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 76%. Therefore, the*

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***Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -6%, which may create a misperception to readers.***

- *Question 7: Does your agency find that WVFIMS provides an accurate and timely platform for reporting financial information?*

Legislative Auditor's Results

- Yes: 77% (68/88)
- No: 15% (13/88)
- N/A: 8% (7/88)

True Results

*(7 "Not Applicable" responses not included in % calculation)*

- Yes: 84% (68/81)
- No: 16% (13/81)

***Note that the Legislative Auditor reports only a 77% satisfaction rate regarding the ability of WVFIMS to provide an accurate and timely platform for reporting financial information. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 84%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -7%, which may create a misperception to readers.***

**General Services Division**

- *Question 3: Is your agency satisfied with the quality of services that have been performed by the General Services Division for your agency during the last three years? (Please select "N/A" if your agency does not utilize that particular service.)*

Legislative Auditor's Results

- Yes: 43%
- No: 16%
- N/A: 41%

True Results

*(41% "Not Applicable" responses not included in % calculation)*

- Yes: 73% (43/59)
- No: 27% (16/59)

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*Note that the Legislative Auditor reports only a 43% satisfaction rate regarding the quality of the General Services Division's services to agencies. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 73%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -30%, which may create a misperception to readers.*

- *Question 4: Is your agency satisfied with the timeliness of services that have been performed by the General Services Division for your agency during the last three years? (Please select "N/A" if your agency does not utilize that particular service.)*

Legislative Auditor's Results

- Yes: 43%
- No: 16%
- N/A: 41%

True Results

*(41% "Not Applicable" responses not included in % calculation)*

- Yes: 73% (43/59)
- No: 27% (16/59)

*Note that the Legislative Auditor reports only a 43% satisfaction rate regarding the quality of the General Services Division's services to agencies. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 73%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -30%, which may create a misperception to readers.*

- *Question 5: Has your agency seen improvements in the operations of the General Services Division over the past three years?*

Legislative Auditor's Results

- Yes: 52% (23/44)
- No: 30% (13/44)
- N/A: 18% (8/44)

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True Results

*(8 "Not Applicable" responses not included in % calculation)*

- Yes: 64% (23/36)
- No: 36% (13/36)

***Note that the Legislative Auditor reports only a 52% affirmation rate regarding improvement within the General Services Division during the past 3 years. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields an affirmation rate of 64%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -12%, which may create a misperception to readers.***

**Public Employees Insurance Agency (PEIA)**

- *Question 3: Is your agency satisfied with the quality of services that have been performed by the Public Employees Insurance Agency for your agency during the last three years? (Please select "N/A" if your agency does not utilize that particular service.)*

Legislative Auditor's Results

- Yes: 78%
- No: 14%
- N/A: 8%

True Results

*(8% "Not Applicable" responses not included in % calculation)*

- Yes: 85% (78/92)
- No: 15% (14/92)

***Note that the Legislative Auditor reports only a 78% satisfaction rate regarding the quality of the Public Employees Insurance Agency's services to agencies. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 85%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -7%, which may create a misperception to readers.***

- *Question 4: Is your agency satisfied with the timeliness of services that have been performed by the Public Employees Insurance Agency for your agency during the last three years? (Please select "N/A" if your agency does not utilize that particular service.)*

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Legislative Auditor's Results<sup>2</sup>

- Yes: 76%
- No: 16%
- N/A: 9%

True Results

*(9% "Not Applicable" responses not included in % calculation)*

- Yes: 83% (76/92)
- No: 17% (16/92)

*Note that the Legislative Auditor reports only a 76% satisfaction rate regarding the quality of the Public Employees Insurance Agency's services to agencies. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 83%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -7%, which may create a misperception to readers.*

Division of Personnel

- *Table: Satisfied with the quality of the establishment of state employee job classifications?*

Legislative Auditor's Results<sup>3</sup>

- Yes: 45%
- No: 28%
- N/A: 28%

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<sup>2</sup> Note that the sum of the percentages is 101%, because of rounding purposes. This also affects the second calculation, as the total % used is 92 instead of 91 (100 -9 = 91). However, it has no material effect on the findings.

<sup>3</sup> Note that the sum of the percentages is 101%, because of rounding purposes. This also affects the second calculation, as the total % used is 73 instead of 72 (100 -28 = 72). However, it has no material effect on the findings.

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True Results

*(28% "Not Applicable" responses not included in % calculation)*

- Yes: 62% (45/73)
- No: 38% (28/73)

*Note that the Legislative Auditor reports only a 45% satisfaction rate regarding the quality of the establishment of state employee job classifications. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 62%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -17%, which may create a misperception to readers.*

- *Table: Satisfied with the timeliness of the establishment of state employee job classifications?*

Legislative Auditor's Results

- Yes: 38%
- No: 30%
- N/A: 32%

True Results

*(32% "Not Applicable" responses not included in % calculation)*

- Yes: 56% (38/68)
- No: 44% (30/68)

*Note that the Legislative Auditor reports only a 38% satisfaction rate regarding the timeliness of the establishment of state employee job classifications. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 56%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -18%, which may create a misperception to readers.*

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- *Table: Satisfied with the quality of the establishment of state employee pay grades?*

Legislative Auditor's Results

- Yes: 34%
- No: 33%
- N/A: 33%

True Results

*(33% "Not Applicable" responses not included in % calculation)*

- Yes: 51% (34/67)
- No: 49% (33/67)

***Note that the Legislative Auditor reports only a 34% satisfaction rate regarding the quality of the establishment of state employee pay grades. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 51%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -17%, which may create a misperception to readers.***

- *Table: Satisfied with the timeliness of the establishment of state employee pay grades?*

Legislative Auditor's Results<sup>4</sup>

- Yes: 28%
- No: 36%
- N/A: 35%

True Results

*(35% "Not Applicable" responses not included in % calculation)*

- Yes: 44% (28/64)
- No: 56% (36/64)

***Note that the Legislative Auditor reports only a 28% satisfaction rate regarding the quality of the establishment of state employee pay grades. However, a more accurate calculation of customer satisfaction levels should not include the***

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<sup>4</sup> Note that the sum of the percentages is 99%, because of rounding purposes. This also affects the second calculation, as the total % used is 64 instead of 65 (100 - 35 = 65). However, it has no material effect on the findings.



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*number of “Not Applicable” responses. Such a calculation yields a satisfaction rate of 44%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -16%, which may create a misperception to readers.*

- *Table: Satisfied with the quality of the provision of qualified applicants for employment?*

Legislative Auditor’s Results

- Yes: 38%
- No: 25%
- N/A: 37%

True Results

*(37% “Not Applicable” responses not included in % calculation)*

- Yes: 60% (38/63)
- No: 40% (25/63)

*Note that the Legislative Auditor reports only a 38% satisfaction rate regarding the quality of the provision of qualified applicants for employment. However, a more accurate calculation of customer satisfaction levels should not include the number of “Not Applicable” responses. Such a calculation yields a satisfaction rate of 60%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -22%, which may create a misperception to readers.*

- *Table: Satisfied with the timeliness of the provision of qualified applicants for employment?*

Legislative Auditor’s Results

- Yes: 45%
- No: 19%
- N/A: 36%

True Results

*(36% “Not Applicable” responses not included in % calculation)*

- Yes: 70% (45/64)
- No: 30% (19/64)

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*Note that the Legislative Auditor reports only a 45% satisfaction rate regarding the timeliness of the provision of qualified applicants for employment. However, a more accurate calculation of customer satisfaction levels should not include the number of “Not Applicable” responses. Such a calculation yields a satisfaction rate of 70%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -25%, which may create a misperception to readers.*

- *Question 3: Is your agency satisfied with the quality of services that have been performed by the Division of Personnel for your agency during the last three years? (Please select “N/A” if your agency does not utilize that particular service.)*

Legislative Auditor’s Results

- Yes: 56%
- No: 14%
- N/A: 30%

True Results

*(30% “Not Applicable” responses not included in % calculation)*

- Yes: 80% (56/70)
- No: 20% (14/70)

*Note that the Legislative Auditor reports only a 56% satisfaction rate regarding the quality of the Division of Personnel’s services to agencies. However, a more accurate calculation of customer satisfaction levels should not include the number of “Not Applicable” responses. Such a calculation yields a satisfaction rate of 80%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -24%, which may create a misperception to readers.*

- *Question 4: Is your agency satisfied with the timeliness of services that have been performed by the Division of Personnel for your agency during the last three years? (Please select “N/A” if your agency does not utilize that particular service.)*

Legislative Auditor’s Results

- Yes: 55%
- No: 14%
- N/A: 31%

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True Results

*(31% "Not Applicable" responses not included in % calculation)*

- o Yes: 80% (55/69)
- o No: 20% (14/69)

*Note that the Legislative Auditor reports only a 55% satisfaction rate regarding the quality of the Division of Personnel's services to agencies. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 80%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -25%, which may create a misperception to readers.*

Purchasing Division

- *Question 3: Is your agency satisfied with the quality of services that have been performed by the Purchasing Division for your agency during the last three years? (Please select "N/A" if your agency does not utilize that particular service.)*

Legislative Auditor's Results

- o Yes: 68%
- o No: 7%
- o N/A: 25%

True Results

*(25% "Not Applicable" responses not included in % calculation)*

- o Yes: 91% (68/75)
- o No: 9% (7/75)

*Note that the Legislative Auditor reports only a 68% satisfaction rate regarding the quality of the Purchasing Division's services to agencies. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 91%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -23%, which may create a misperception to readers.*

- *Question 4: Is your agency satisfied with the timeliness of services that have been performed by the Purchasing Division for your agency during the last three years? (Please select "N/A" if your agency does not utilize that particular service.)*

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Legislative Auditor's Results

- Yes: 68%
- No: 6%
- N/A: 26%

True Results

(26% "Not Applicable" responses not included in % calculation)

- Yes: 92% (68/74)
- No: 8% (6/74)

*Note that the Legislative Auditor reports only a 68% satisfaction rate regarding the quality of the Division of Personnel's services to agencies. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 92%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -24%, which may create a misperception to readers.*

- *Question 6: If your agency disposes of property through the State Agency for Surplus Property, are the items consistently picked up in a timely manner?*

Legislative Auditor's Results

- Yes: 56% (50/89)
- No: 18% (16/89)
- N/A: 26% (23/89)

True Results

(23 "Not Applicable" responses not included in % calculation)

- Yes: 76% (50/66)
- No: 24% (16/66)

*Note that the Legislative Auditor reports only a 56% satisfaction rate regarding the timeliness of Surplus Property's pickup of agencies' disposal property. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 76%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -20%, which may create a misperception to readers.*

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- *Question 9: Does your agency find the annual Purchasing conference beneficial to your agency personnel?*

Legislative Auditor's Results

- Yes: 95% (69/73)
- No: 0% (0/73)
- N/A: 5% (4/73)

True Results

*(4 "Not Applicable" responses not included in % calculation)*

- Yes: 100% (69/69)
- No: 0% (0/69)

*Note that the Legislative Auditor reports only a 95% satisfaction rate regarding the benefits of the annual Purchasing conference. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 100%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -5%, which may create a misperception to readers.*

Real Estate Division

- *Question 3: Is your agency satisfied with the quality of services that have been performed by the Real Estate Division (since its effective date of July 1, 2007) for your agency?*

Legislative Auditor's Results<sup>5</sup>

- Yes: 32%
- No: 9%
- N/A: 60%

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<sup>5</sup> Note that the sum of the percentages is 101%, because of rounding purposes. This also affects the second calculation, as the total % used is 41 instead of 40 (100 - 60 = 40). However, it has no material effect on the findings.

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True Results

*(60% "Not Applicable" responses not included in % calculation)*

- Yes: 78% (32/41)
- No: 22% (9/41)

***Note that the Legislative Auditor reports only a 32% satisfaction rate regarding the quality of the Purchasing Division's services to agencies. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 78%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -46%, which may create a misperception to readers.***

- *Question 4: Is your agency satisfied with the timeliness of services that have been performed by the Real Estate Division (since its effective date of July 1, 2007) for your agency?*

Legislative Auditor's Results<sup>6</sup>

- Yes: 36%
- No: 10%
- N/A: 53%

True Results

*(53% "Not Applicable" responses not included in % calculation)*

- Yes: 78% (36/46)
- No: 22% (10/46)

***Note that the Legislative Auditor reports only a 36% satisfaction rate regarding the quality of the Division of Personnel's services to agencies. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 78%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -42%, which may create a misperception to readers.***

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<sup>6</sup> Note that the sum of the percentages is 99%, because of rounding purposes. This also affects the second calculation, as the total % used is 46 instead of 47 (100 - 53 = 47). However, it has no material effect on the findings.

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### Office of Technology

- *Question 3: Is your agency satisfied with the quality of services that have been performed by the Office of Technology for your agency during the last three years? (Please select "N/A" if your agency does not utilize that particular service.)*

#### Legislative Auditor's Results

- Yes: 58%
- No: 12%
- N/A: 30%

#### True Results

*(30% "Not Applicable" responses not included in % calculation)*

- Yes: 83% (58/70)
- No: 17% (12/70)

*Note that the Legislative Auditor reports only a 58% satisfaction rate regarding the quality of the Office of Technology's services to agencies. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 83%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -25%, which may create a misperception to readers.*

- *Question 4: Is your agency satisfied with the timeliness of services that have been performed by the Office of Technology for your agency during the last three years? (Please select "N/A" if your agency does not utilize that particular service.)*

#### Legislative Auditor's Results<sup>7</sup>

- Yes: 56%
- No: 12%
- N/A: 33%

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<sup>7</sup> Note that the sum of the percentages is 101%, because of rounding purposes. This also affects the second calculation, as the total % used is 68 instead of 67 (100 - 33 = 67). However, it has no material effect on the findings.

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True Results

*(33% "Not Applicable" responses not included in % calculation)*

- o Yes: 82% (56/68)
- o No: 18% (12/68)

*Note that the Legislative Auditor reports only a 58% satisfaction rate regarding the timeliness of the Office of Technology's services to agencies. However, a more accurate calculation of customer satisfaction levels should not include the number of "Not Applicable" responses. Such a calculation yields a satisfaction rate of 82%. Therefore, the Legislative Auditor incorrectly calculates the satisfaction rate by a difference of -24%, which may create a misperception to readers.*

**STATISTICAL INSIGNIFICANCE YIELDS UNGENERALIZABLE RESULTS**

No margin of error or confidence level (and in some cases, sample size (e.g., bar graphs)) qualifies the survey results, which is standard in the academic arena. While it is understandable that many questions would only have a relatively small sample size of respondents, it does not dismiss the fact that such a small sample size limits the statistical significance of the results. Such statistical insignificance, especially when not accompanied by a margin of error or confidence level, does not permit generalizations to be made with any authority. Decision-makers and the public will read the report, *prima facie*, and then could draw negative conclusions that would be weakened if the aforementioned qualifiers were presented.

**MOVING FORWARD TO IMPROVE STATE GOVERNMENT**

Making inquiries to customers should be focused on learning specifically what customers want so it can be achieved. To me, this survey was more about "keeping score" than learning. Additionally, I am disappointed that the fastest and cheapest survey method, the internet survey, was used in lieu of (or at the very least, in conjunction with) focus groups. Focus groups provide a forum for the richest communication and the opportunity for the sharing of accurate information. Despite these concerns, the Department of Administration is already addressing concerns raised in the appendices of the survey through a holistic approach to customer service.

As the department moves forward, I stress the difference between the *lack of dissatisfaction* and *satisfaction*. When customers expect a service and get it, it is not a big deal; it is a satisfier. However, if customers expect a service and do not get it, then they are dissatisfied. By removing all dissatisfying aspects of the department's services, all that is



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accomplished is making our customers less angry. Less angry does not mean satisfied. Not only must service providers, such as the Department of Administration, eliminate all processes and operations that cause dissatisfaction, but must replace them with approaches to service that lead to satisfaction. For example, the Purchasing Division may remove all dissatisfiers by providing a high-quality service in a timely manner, but the customer will ultimately not be satisfied because both service provider and customer are operating within a system that will not allow for the customer's true needs to be met because of procedural barriers set forth in laws, rules, and regulations.

I am committed to the continual improvement of the quality and timeliness of the department's services. This survey addresses specific areas in which the department can improve, and I expect customer service issues to be resolved. My annual planning guidance focuses on customer service and its three parts: exposure, rapport, and performance. The "Not Applicable" responses indicate not all of the department's agencies are communicating their services. Other comments show opportunities for improved relationship-building and execution. Although agencies cannot "shop" the Department of Administration with the private sector, I want my department to match the expectations of the private sector.

As I have previously stated, I, like you, expect state government to be run in the most efficient and effective manner possible. I view this review of the Department of Administration as a welcome opportunity to improve the department's services while being accountable to our ultimate stakeholder, the taxpayers.

Respectfully,



Robert W. Ferguson, Jr.  
Cabinet Secretary

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