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☛ Details: Proposed Audit: Information Technology Systems Projects in State Agencies

(FORM UPDATED: 08/11/2010)

WISCONSIN STATE LEGISLATURE ... PUBLIC HEARING - COMMITTEE RECORDS

2005-06

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- Hearing Records ... bills and resolutions (w/Record of Comm. Proceedings)
 - (**ab** = Assembly Bill) (**ar** = Assembly Resolution) (**ajr** = Assembly Joint Resolution)
 - (**sb** = Senate Bill) (**sr** = Senate Resolution) (**sjr** = Senate Joint Resolution)
- Miscellaneous ... **Misc**

* Contents organized for archiving by: Stefanie Rose (LRB) (September 2012)

**Customer Loyalty Survey
Final Report – Draft**

Prepared for

**Division of Enterprise Technology
December 2005**

by

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I. Executive Summary

The Division of Enterprise Technology (DET) needed customer feedback that would allow it to establish a baseline for measuring customer loyalty. DET supplies a wide range of information technology (IT) services to state agencies, the UW-System, vocational-technical schools, local and county governments, and tribes. Since DET is a customer-driven agency, loyalty in the form of likelihood to use its services again and to recommend or refer DET to others is of paramount importance. This report summarizes the results of a survey conducted by Gene Kroupa & Associates (GKA), a marketing research firm, to gather the necessary data.

A. Objectives

The overall objective of the study was twofold: 1) measure customer loyalty, and 2) provide insights that will be useful in improving services to DET customers. Key questions we wanted the study to answer include:

1. What DET services are the customers aware of and using?
2. Do customers use either the paper or online version of the DET IT Services Catalog?
3. What new services, additions or changes in features, and other aspects would make them better meet customers' needs?
4. What gaps exist between customers' expectations and their satisfaction with various aspects of services provided by DET as their IT vendor? What gap exists between overall expectation and current satisfaction?
5. How do customers describe and rate their relationship with DET, including image, reliability, compatibility, trust and responsiveness?
6. How do customers describe and rate DET's value to their organization, including quality, knowledge, accuracy and timeliness?
7. How do customers describe and rate the processes and attributes of DET, including services, delivery and support?
8. How willing or unwilling are customers to recommend DET for use by their colleagues?
9. How willing or unwilling are customers to use DET in the future?
10. How willing or unwilling are customers to use a vendor besides DET if given the opportunity?

B. Methodology

DET wanted the survey to be conducted among high level state and county customers, while at the same time ensuring that the questionnaire could be forwarded to someone in the organization who is best able to provide the required information. As a result, a multi-modal approach was used to gather the data. DET supplied a list of 198 potential respondents who represented its statewide customer base. A letter from DET's director and a hard copy of the questionnaire with a business reply return envelope were mailed November 18, 2005. The personalized letter and questionnaire also included a unique identification number and link to a Web-based

survey. Recipients could also call a 1-800-NUMBER if they preferred this method of responding. GKA sent a follow-up e-mail message on November 22, 2005 that also included the ID and link. This approach allowed the recipients to forward either the hard copy questionnaire or online link to anyone in their organization. A reminder e-mail was sent to all non-respondents on November 29, 2005. Finally, reminder phone calls were placed the week of December 5, 2005 asking non-respondents to cooperate or have someone in their organization respond. A total of 130 usable responses were received as of the final cutoff date of December 9, 2005. Two additional questionnaires received after that date were not included in the data set. No one chose to complete the survey by telephone. GKA developed the questionnaire with input and approval from DET staff. The analysis focused on revealing the level of customer loyalty and the size of the secure, neutral and at-risk customer groups, measuring the gap between importance (expectations) and satisfaction, and identifying areas of needed improvement in services. The data tables and a copy of the questionnaire are included in the Appendix.

C. Description of the Respondents

Three in 10 of the respondents identified themselves as being an IT Director/Manager/Coordinator, while 22% are a Division Administrator, 12% are Bureau or Agency Directors, 6% are Deputy Secretaries, 6% are Administrative Support/Office Managers, 5% are District/Deputy/Assistant District Attorneys, and 4% are Town Clerks/Village Administrators. About 15% listed another title or description of their position. One-fourth have been with their organization for 1 to 4 years, compared with 25% with 5 to 9, 10% with 10 to 14, 14% with 15-19, and 23% with 20 or more years of tenure. Only 2% have been with their organization for less than 1 year. The majority (88%) work for the State, while 7% said their employer is a County, 3% said Township, and 2% said Municipality/City/Village. Keep in mind that the survey instructions permitted forwarding the questionnaire to the person most qualified to respond. A list of the responding organizations is included in the Appendix.

D. Conclusions

DET's Customer Loyalty Segments are weighted more towards At Risk Customers (34%) and Neutral Customers (40%) than Secure Customers (26%). This finding is supported by the primary loyalty metrics of willingness to recommend DET for use by colleagues and willingness to use DET in the future, as well as likelihood of using a vendor besides DET if given the opportunity plus the overall satisfaction with DET. Likewise, the large gaps between customers' ratings of the importance of various IT vendor aspects and their satisfaction with DET in meeting these expectations indicate the need for changes in how DET does business. Other key conclusions include:

1. Awareness of the services DET offers is generally high for all service areas, with hosting and network the top two and media and publishing the bottom two services.

2. Only one-fourth of the customers used the paper version and about one-third used the online version of the DET IT Services Catalog this year. Overall, four in ten customers used the catalog in either format.
3. Current use of DET's services is highest for network and voice and lowest for publishing and media. Training and publishing are services that the organizations used in the past but are not now using. Media, data, publishing and mail are services that the largest proportion of customers has never used.
4. Customers are looking for better coordination and communication, lower costs for services, timeliness, reliability, security, responsiveness, consultation and cooperation rather than dictation, plus listening to their needs before implementing new systems and software programs. The suggestions indicate that doing a better job of delivering and supporting current services should take precedence over offering new services or features.
5. Based on their experience with DET, six in 10 of the customers selected "My organization uses DET services because we have little or no choice" as the statement best describing the relationship between their organization and DET. Another one-fourth selected "My organization uses DET services because we are business partners working toward common goals," while the remainder chose to give another explanation.
6. Those aspects of an IT services vendor that received the highest mean importance rating scores included competent staff (95 out of a possible 100), timeliness (92), usefulness (92), helpful staff (91) and accessibility (90). Aspects receiving somewhat lower scores included cost (87), ease of use (87), up-to-date (85) and courteous staff (81). When these importance scores were compared with the customers' satisfaction ratings for DET's performance on these aspects, there were large negative gaps ranging from 14 points for courteous staff up to 47 points for cost. Overall, DET received a mean satisfaction score of 51 compared with the mean satisfaction score of 86 customers said is needed for an IT vendor to meet their expectations. These large gaps indicate that there is considerable room for improvement in all aspects that DET needs to address in meeting customers' expectations.
7. More than one-half of the words or phrases that customers used to describe their relationship with DET as an IT vendor were negative, compared with about one-fourth that were positive. Further evidence of an eroded relationship was provided by the mean rating scores customers gave for selected polar opposite word pairs that are designed to reveal the depth of meaning of this loyalty dimension. On the 0 to 100-point scale, the highest mean score DET received was for being professional (66), but other scores fell near the mid-point for being dependable (56), responsive (55), compatible (54), positive (53), strong (51) and close (44). Clearly DET lacks the connectivity on the key perceptual dimensions that build a strong relationship, and ultimately loyalty, with its customers.
8. Customer suggestions for changes DET needs to make to improve its relationship with them focus on making customers the center of attention based on their needs rather than DET's goals and mode of operation. Although some customers mentioned recent improvements in attitude and management, they are looking for more two-way communication, allaying

- concerns about the impact of consolidation and centralization of IT services, better billing practices and lower costs, and greater emphasis on building trust through recognizing the unique requirements of individual organizations. Customers want more contact and accessibility to overcome a sense of isolation. Likewise, they want to see performance rather than promises through better management practices and leadership.
9. Customers split in their use of positive (32%), neutral (28%) or negative (40%) words or phrases to describe the value of DET as an IT vendor to their organization. Again, the lack of support for DET's value is reflected in the ratings given to key words used to reflect this loyalty dimension. On the 0 to 100-point scale, DET received the highest mean rating scores for being accurate (56) and knowledgeable (56). However, the scores were lower for being insightful (51), timely (50), superior (50), convenient (50) and inexpensive (38). Customers are saying both with their own words and the ratings that DET does not deliver good value for what its services cost them. Lack of perceived value is a major shortfall when trying to build customer loyalty and retention.
 10. Customers' suggestions for changes that DET should make to improve its value to their organization focused on changing its culture to be more businesslike, competitive with private industry, committed to listening to the customer, use of consensus building communication, and concentrating on quality of services rather than breadth of offerings. In short, customers want DET to perform more like a partner than a vendor.
 11. Nearly three-fourths of the words and phrases that customers used to describe the processes and attributes of DET were negative. On the 0 to 100-point scale, DET as an IT vendor received the highest mean rating scores for being relevant (62), but scored under 50 for being complete (47), fast (43), simple (42), streamlined (39) and businesslike (37). Clearly customers are indicating that DET has systemic issues that prevent it from being what customers want and need.
 12. Customers' suggestions for changes DET should make to improve its processes and attributes focused on developing and communicating realistic timeframes for services, being customer driven rather than technology oriented, streamlining processes to be more responsive, and educating customers about processes and procedures. Customers want DET to do a few things well, rather than trying to do too much.
 13. As a result of the large gaps between customers' expectations and satisfaction with DET's performance for those aspects of an IT vendor that they consider most important, plus the low scores customers gave DET for relationship, value, and processes and attributes, customers are reluctant to willingly recommend DET for use by colleagues and to use DET in the future. The willingness mean rating scores on the 0 to 100-point scale were 46 for recommend and 52 for use in the future.
 14. Bottomline is that a large proportion of current customers would likely use an IT vendor besides DET if given the opportunity. The likelihood mean rating score on the 0 to 100-point scale was 65, with a median of 75. With only one-fourth of the customers classified as being "secure," it is obvious that unless DET takes steps to improve delivery of its services

and strengthen relationships there will be a loss of customers if they are given the option to choose from among new IT vendors.

D. Recommendations

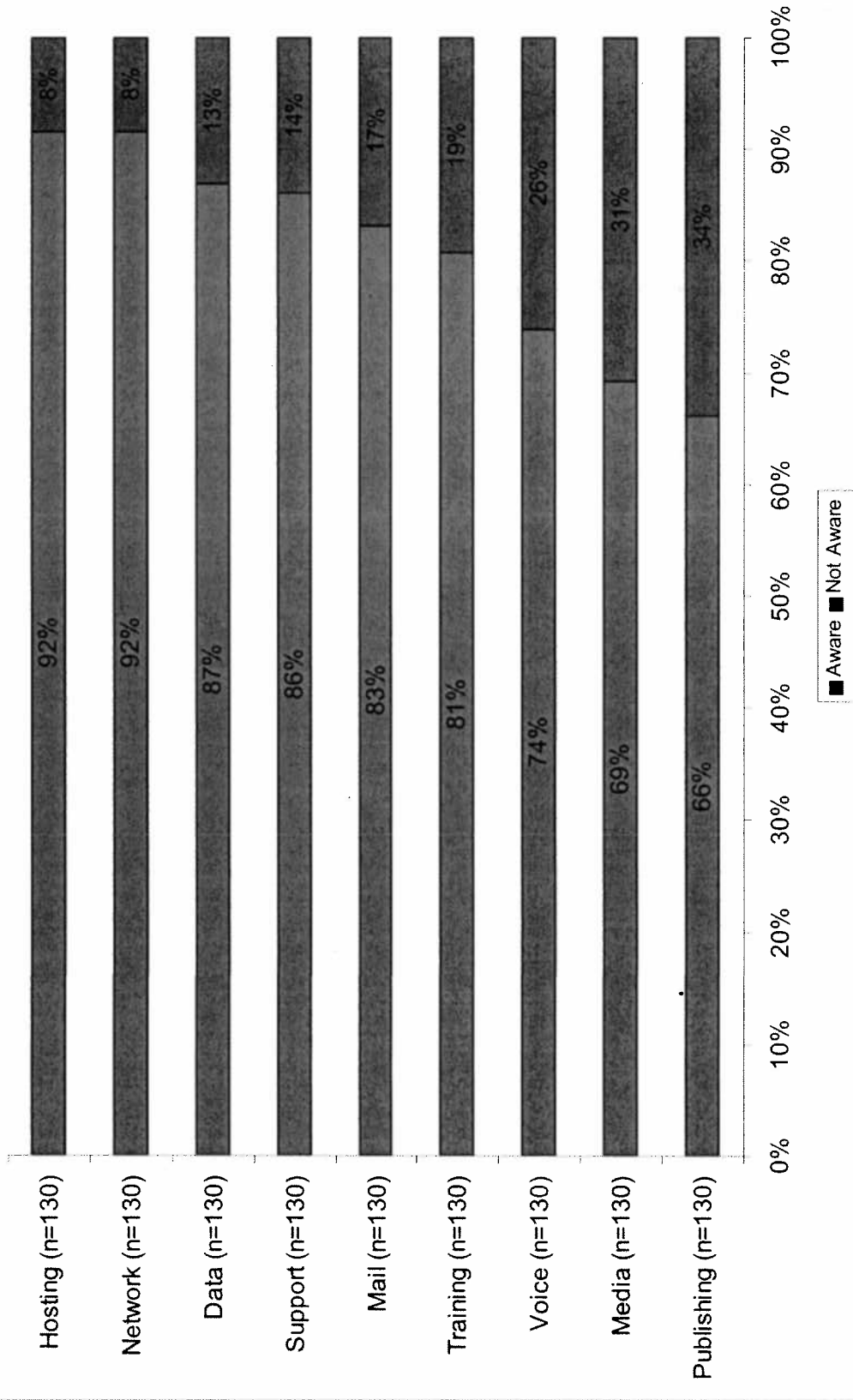
Based on the results and conclusions, we offer these recommendations for your consideration:

1. Use the importance rating scores to build a checklist of aspects to emphasize in improving service to customers. Place a high priority on making changes that will narrow the disconnect between customers' expectations and satisfaction levels for those aspects with the largest gaps.
2. Develop a strategic plan to improve DET's relationship with customers, increase its perceived value, and streamline the processes and attributes. Use these key dimensions or drivers of customer loyalty as the platform for this planning task. Place a premium on two-way, timely communication in meeting customers' needs and improving their perception of DET.
3. Segment the customer population so that there is accommodation of the differences in organizations' needs. Customize technology products and tailor services to fit customer niches. Where feasible, eliminate the one size fits all approach.
4. Initiate steps to change DET from a technology driven vendor to a customer centered partner. Part of this effort should involve an interpersonal communication training program.
5. Reduce the number of services offered in order to improve the quality of services and customer support delivered. Eliminate those functions that could be more efficiently and cost-effectively handled by outside contractors.
6. Initiate a regular feedback mechanism with customers so that they know DET is interested in hearing from them.
7. Share the results of this survey with customers to demonstrate that DET is serious about making systemic and other changes to better serve them. As improvements are made, remind customers that they are the result of the feedback provided by them.

II. Results

The results presented below are based on our analysis of the data provided by 130 individuals, representing 57 State, County, Municipality/City/Village, and Township agencies. Unless otherwise indicated, the percentages reported below are based on the responses from respondents who provided a definite answer and do not reflect individuals who said "don't know" or otherwise did not supply an answer because the question did not apply to them. Key statistically significant results ($p \leq 0.05$) for each variable by the demographics are reported. Keep in mind that the significance level does not describe the strength of the relationship between variables. Measures of association, or effect size, such as Eta² in the ANOVA tables, can be used to determine the strength of each particular relationship. These figures can be found in the data tables section.

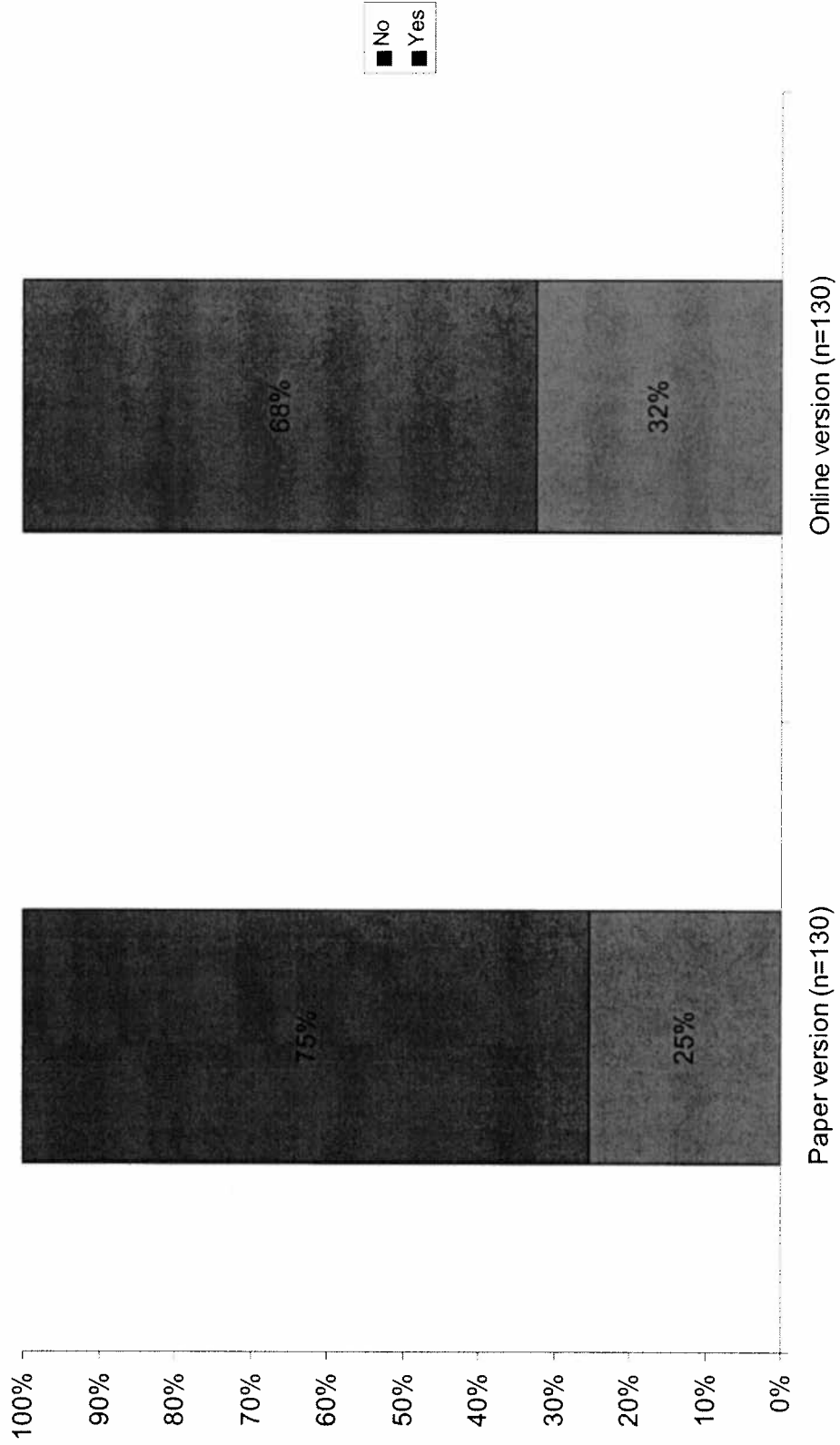
Chart 1: Aware or Not Aware That DET Offers These Services



Q1. Prior to receiving this questionnaire, were you aware or not aware that the Division of Enterprise Technology offers services in the areas of:

Most respondents were aware, prior to receiving the questionnaire, that DET offers services in the areas of hosting (92%), network (92%), data (87%), support (86%), mail (83%), and training (81%). Three-fourths (74%) were aware that DET offers voice services, 69% were aware that DET offers media services, and 66% were aware that DET offers publishing services.

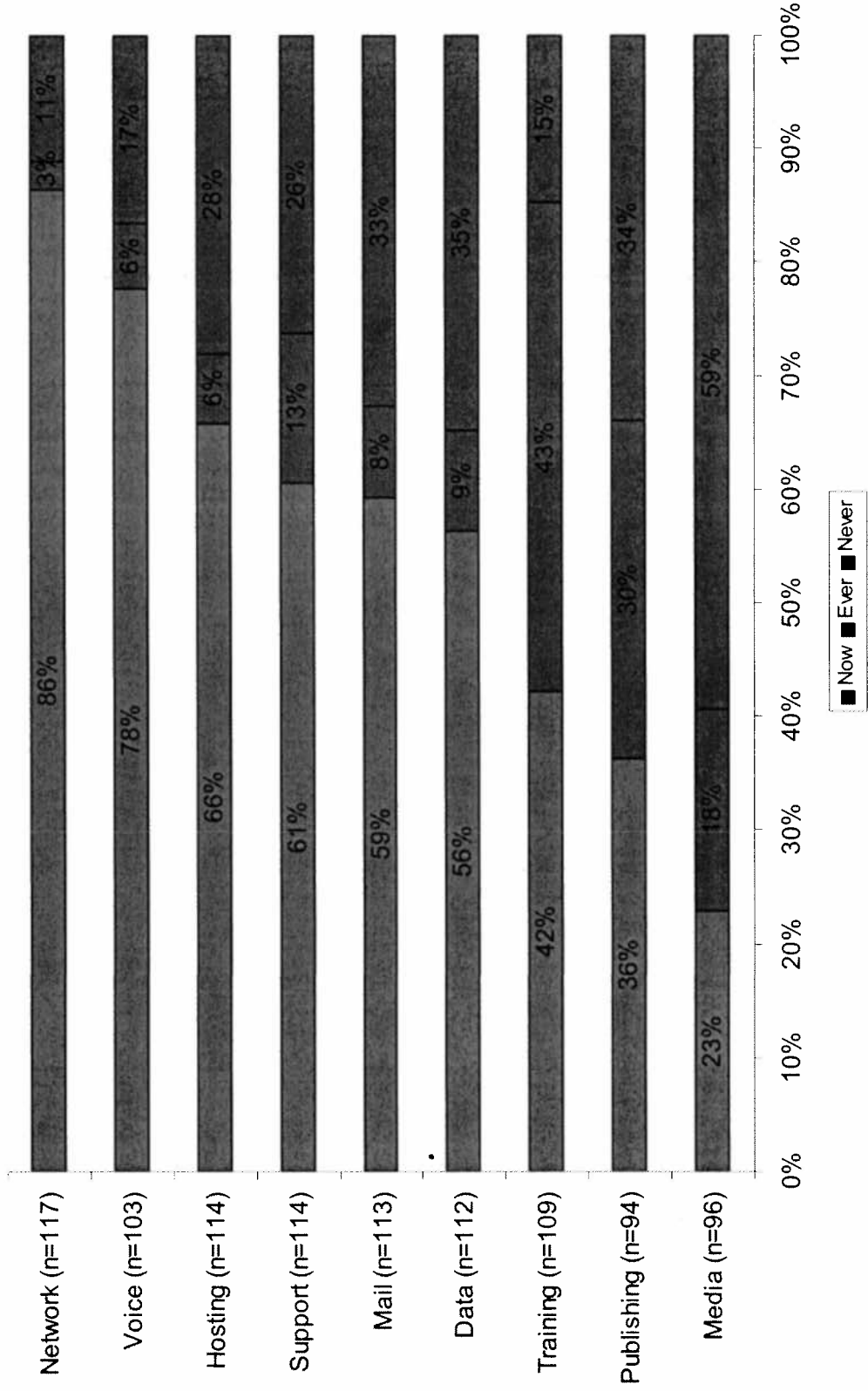
**Chart 2: Used Paper and Online Version of DET IT Services Catalog
This Year**



- Q2. Did you use the paper version of the DET IT Services Catalog this year?**
Q3. Did you use the online version of the DET IT Services Catalog this year?

One-fourth (25%) of individuals used the paper version of the DET IT Services Catalog, and 32% used the online version of the Catalog. Overall, 39% used the catalog in either form, including 18% who used both the paper and online versions, 14% who used the online catalog only, and 7% who used the paper catalog only.

Chart 3: Organization's Use of DET Services



Q4. Again, thinking about the functions of DET, indicate your organization's use of the following DET services: [Check NOW if currently using, EVER if used in the past but not currently using, NEVER if haven't ever used the service, and DK/NA for don't know/not applicable.]

The leading type of service currently used is network (86%), followed by voice (78%), hosting (66%), support (61%), mail (59%), and data (56%). Less than one-half indicated that their organization uses training (42%), publishing (36%), or media (23%) related DET services.

Keep in mind that the percentages reflect the percentage of *individuals* who reported that their organization uses a particular service, and not the percentage of *organizations* that use the service. (Some organizations have more than one individual who responded to the survey, or representing that organization.) Still, the results present a general understanding of some of the more widely used services.

Q5. Thinking about the service areas above, what specific additions or changes in features and other aspects would make them better meet your organization's needs?

Customers are looking for better coordination and communication, lower costs for services, timeliness, reliability, security, responsiveness, consultation and cooperation rather than dictation, plus listening to them. The suggestions indicate that doing a better job of delivering and supporting current services should take precedence over offering new services or features. A detailed review of the comments below is recommended.

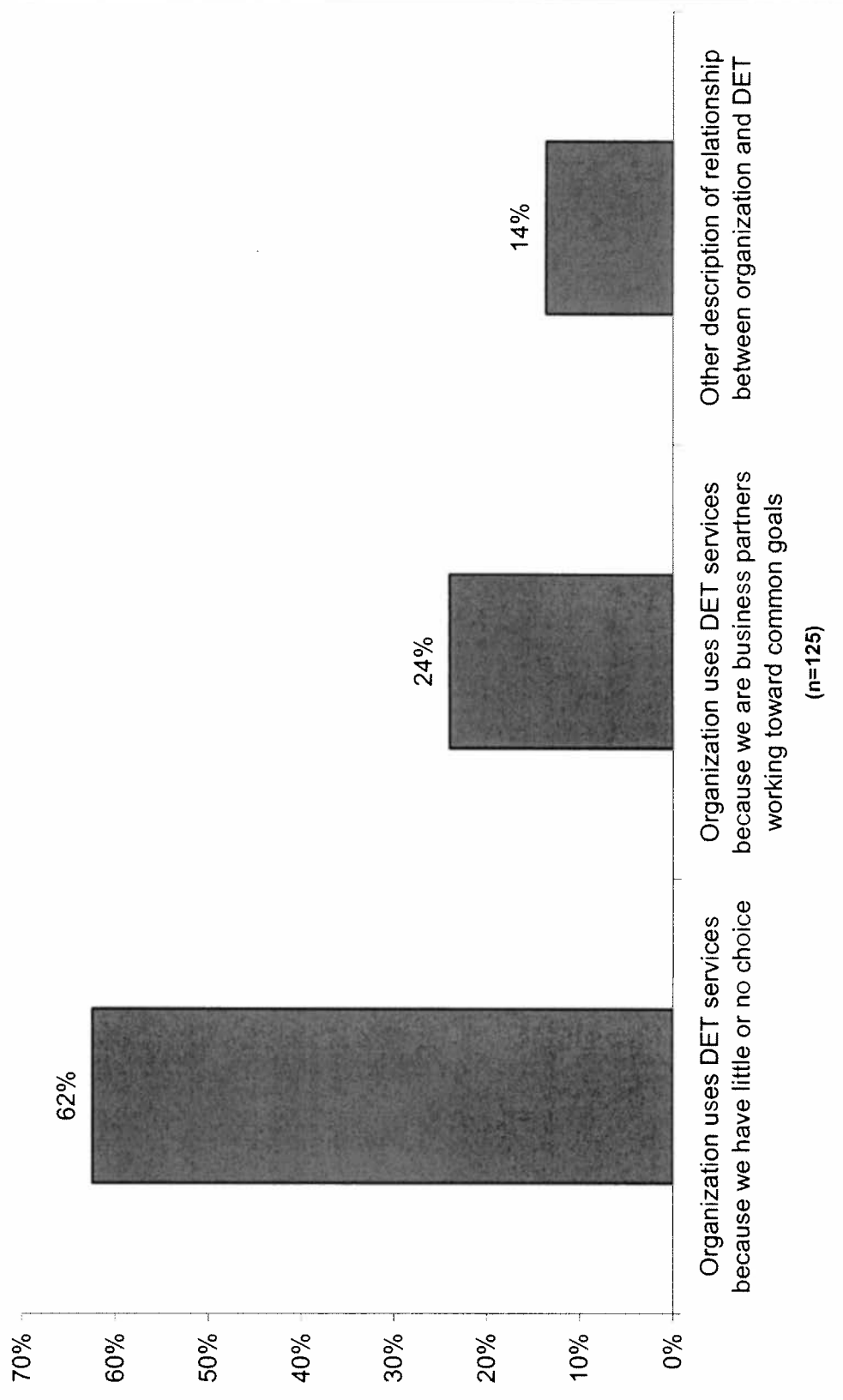
- "IT" SECURITY REVIEWS.
- 1) COSTS ARE TREMENDOUSLY MORE EXPENSIVE THAN FROM OTHER SOURCES. 2) SERVICES DON'T MEET OPERATIONAL NEEDS.
- 1. PUBLICATIONS SERVICES INCLUDING GRAPHIC DESIGN AND PRINTING, WITH COMPETITIVE PRICING, HIGH SERVICE LEVELS AND SHORT LEAD TIMES. 2. GIS INFRASTRUCTURE THAT SERVES DE-CENTRALIZED STAFF (LOCATED AT OFFICES AROUND THE STATE). 3. NETWORK SERVICE TO SERVE
- ADDITIONAL SUPPORT TO DEVELOPMENT AND RESOURCE MANAGEMENT
- AS A SASI AGENCY, WE WOULD LIKE UPDATED EQUIPMENT AND SOFTWARE.
- BE ABLE TO UTILIZE OWN AGENCY IF DET CANNOT PROVIDE THE APPROPRIATE SERVICES THAT ARE NEEDED.
- BE MORE HELPFUL AND RECEPTIVE TO OUR NEEDS AND LESS DICTATORIAL
- BETTER AND MORE COMPLETE COMMUNICATION TO EACH AGENCY REGARDING PRODUCTS (IE: OCS PROJECT--NO NEWS TO OR E-MAIL ADMINISTRATORS UNTIL 2 DAYS AFTER MIGRATION Took PLACE). PERSONALLY, EXPECTED AN EMAIL ON MONDAY TO VERIFY IT HAD WORKED.
- BETTER CHANGE MANAGEMENT PRACTICES RELATED TO THESE OFFERINGS. MORE INFORMATION REGARDING IMPACTS OF CHANGES.
- BETTER CUSTOMER SERVICE
- BETTER INFORMATION ABOUT WHAT SERVICES CAN BE PROVIDED FOR WEBSITE HOSTING, SECURE-SITE APPLICATIONS, AND COSTS ASSOCIATED WITH THESE SERVICES SO WE CAN COMPARE TO PRIVATE VENDORS
- BETTER PRICING, BETTER CUSTOMER SERVICE
- CAN'T THINK OF ANY
- CAN'T THINK OF ANY
- CAN'T THINK OF ANYTHING.
- CHEAPER STORAGE, MORE ACCESSIBILITY TO TECHNICAL "EXPERTS". CUSTOMER SERVICE MANAGEMENT THAT PROACTIVELY SEEKS TO GET TO KNOW OUR BUSINESS AND PROVIDE US WITH INFORMATION AND SUGGESTIONS FOR IMPROVING OUR RESOURCE USAGE.
- CONTINUED DEVELOPMENT/ EXPANSION OF "PROTECT." DEVELOPMENT OF LARGE CASE MANAGEMENT SOFTWARE, USE OF VIDEO CONFERENCING FOR WITNESSES IN CRIMINAL CASES.
- COORDINATED (WITH OTHER DA OFFICES) IT AND TELECOMMUNICATIONS SERVICES
- COSTS NEED TO BE REASONABLE FOR FURTHER CONSIDERATION OF DET SERVICES. ALSO, SERVICE PROBLEMS DISCOURAGE ME FROM EVALUATING ADDITIONAL SERVICES.
- CURRENT SERVICES ARE TOO EXPENSIVE FOR VALUE, DET BUREAUCRACY SEEMS INEFFICIENT & BURDENSOME. CURRENT DET LEADERSHIP SHOULD BE CHANGED. DET IS NOT A SERVICE PROVIDER--IT IS A POLITICAL FACADE.
- CUSTOMER SERVICE - PROBLEM SOLVING, TIMELY RESPONSE, COMMUNICATION
- DATA AND HOSTING SHOULD BE MORE COST EFFECTIVE.
- DET MUST BE MORE RESPONSIVE TO SMALL AGENCY NEEDS AND BE FLEXIBLE.
- DET NEEDS TO FOCUS ON THE CUSTOMERS NEEDS. DECISIONS NEED TO BE MADE BASED ON CUSTOMER NEEDS AND WANTS AND NOT DET'S PERCEPTION OF WHAT IS NEEDED.
- DO NOT ADD ANY NEW SERVICES UNTIL YOU CAN BE RESPONSIVE TO AND EFFECTIVELY SERVICE YOUR EXISTING SERVICES.
- DON'T KNOW
- DON'T KNOW AT THE PRESENT.

- DON'T KNOW ENOUGH ABOUT THEM TO COMMENT.
- DON'T LISTEN TO "CUSTOMERS." TOO EXPENSIVE, SLOW RESPONSE TIME.
- DUE TO THE SIZE/SCOPE OF THE CARES APPLICATION, HAVING A SINGLE POINT OF CONTACT AT DET FOR ALL SERVICES WOULD BE VERY USEFUL.
- EASIER IMPLEMENTATION AND TIGHTER INTEGRATION WITH OUR EXISTING SYSTEMS. WE HAVE PURCHASED IS/IT PRODUCTS THROUGH THE STATE NEGOTIATED CONTRACTS. THANK YOU VERY MUCH FOR ALLOWING US TO USE THESE PRICE POINTS. THEY HAVE BEEN VERY HELPFUL.
- EVALUATION AND RECOMMENDATION (NOT MANDATORY STANDARDS) OF NEW TOOLS AND TECHNOLOGIES WOULD BE VERY HELPFUL.
- FOR MY PURPOSES, NONE
- FUNDAMENTAL PHILOSOPHY SHIFT: IT IS NOT A GIVEN THAT CONSOLIDATION RESULTS IN INCREASED EFFICIENCIES.
- GETTING SERVICES THROUGH DET/DOA HAS BEEN DIFFICULT AND TIME CONSUMING. MAKING SURE DET HAS A TRUE FOCUS ON CUSTOMER SERVICE WOULD BE A HUGE STEP FORWARD. ONE EXAMPLE, RECENTLY I RETURNED FROM A LEAVE OF ABSENCE AND IT TOOK TWO DAYS FOR DET TO RESET MY PTAWEB LOGON. SEEMS LIKE THAT SHOULD TAKE WAY LESS TIME. ANOTHER AREA WOULD BE TO SOLICIT AND REALLY LISTEN TO WHAT THE AGENCIES FEEL THEIR NEEDS ARE.
- HAVE THEM WORK, WORK QUICKLY AND BE CONTEMPORARY.
- HELP DESK NEEDS TO BE BETTER TRAINED.
- I HAVE NO SUGGESTIONS. YOUR MAILING TO ME MISIDENTIFIED MY AGENCY AS THE WISCONSIN EMPLOYMENT RELATIONS COUNCIL -- WE ARE THE WISCONSIN EMPLOYMENT RELATIONS COMMISSION
- I ONLY KNOW ABOUT THESE SERVICES BECAUSE I INQUIRED COUNTLESS TIMES.
- I WOULD LIKE TO SEE A RE-DESIGN OF DET'S WEB SITE APPLICATION, BUT UNDERSTAND THERE ARE BUDGET CONSTRAINTS.
- I WOULDN'T CHANGE OR ADD ANYTHING TO THE FEATURES OF THE SERVICE AREAS ABOVE. WHAT WOULD MOST SUIT OUR CURRENT NEEDS IS FOR DET TO COMPLETE THE SIS INITIATIVE AND RELATED PROJECTS.
- IF THEY WERE OPTIONAL, IF THEY WERE ESTABLISHED AS A RESULT OF AGENCY BUSINESS NEEDS AND SERVICE LEVEL AGREEMENTS RATHER THAN MONEY CUTTING AGENDAS.
- INCREASED SECURITY FOR FINANCIAL FUNCTIONS.
- INCREASING EMPHASIS ON ENTERPRISE STANDARDS AS AN ALTERNATIVE TO CONSOLIDATION.
- IS THIS A JOKE?
- IT'S TOO EXPENSIVE.
- LESS COST, DOESN'T MATCH THE BUSINESS NEEDS OF THE AGENCY, MORE EFFICIENT.
- LESS COSTLY, DEMONSTRATE EFFICIENCIES, AND MATCH BUSINESS NEEDS OF AGENCY.
- LESS COSTLY, MORE EFFECTIVE, MORE EFFICIENT.
- LESS CUMBERSOME.
- LESS DISRUPTIONS OF BASIC SERVICES. GET BACK TO PROVIDING STABLE CORE FUNCTIONS STATEWIDE.
- LESS SYSTEM CRASHING -- WHEN THE SERVERS CRASH, MANY THINGS SCREECH TO A HALT.
- LOWER PRICES ON NETWORK.
- MAKING MORE CLEAR WHERE/HOW SERVICES CAN BE ACCESSED, AND MAKING THEM AVAILABLE MORE QUICKLY (I.E., HELPDISK)
- MORE COMMUNICATIONS AND PLANNING FOR CHANGES WOULD BE HELPFUL AND MORE CONSIDERATION OF THE EFFECT OF THOSE CHANGES ON BUSINESS COST AND BUSINESS REQUIREMENTS.
- MORE CONTROL/ CAPABILITY IN THIS OFFICE IN FIXING PROBLEMS/ ACCESS.
- MORE COOPERATIVE/ JOINT INITIATIVES.
- MORE KNOWLEDGE OF WHAT THEY ARE AND HOW THEY DIFFER FROM IN-HOUSE IT SERVICES.
- MORE REASONABLE COST
- MORE RESPONSIVE SUPPORT AND MORE TIMELY COMMUNICATION OF ISSUES THAT AFFECT SUPPORT
- MORE ROBUST, ROLE-BASED STATEWIDE SECURITY.
- MORE SAY IN ADMINISTRATIVE DECISIONS AND TIMEFRAMES
- MORE STAFF WITH AWARENESS OF THIS AGENCY'S BUSINESS NEEDS TO RESPOND AND ASSIST
- MOVE FASTER IMPLEMENTING PROGRAMS.
- MY MAJOR CONCERN IS THE QUALITY AND COST OF SERVICES. SO FAR WE HAVE SEEN LOW QUALITY AND HIGH COST.
- NETWORK SERVICES VIA CITRIX UNACCEPTABLE. STORAGE COSTS TOO HIGH.

- NO CHANGES REQUESTED.
- NO RECOMMENDATIONS.
- NO SUGGESTIONS AT THIS TIME.
- NONE
- NONE
- NONE AT THIS TIME.
- NONE FOR NOW. THEY SHOULD REALLY LOOK CLOSELY AT THEIR SIS RATES SINCE THEY WILL COST AGENCIES MORE THAN WHAT IS BEING PAID TODAY.
- NONE I CAN THINK OF AT THIS TIME
- NONE.
- NONE.
- NOT ENOUGH INFORMATION TO ANSWER
- OFFER INCREASED LEVELS OF SERVICE, SUCH AS IN THE DISK STORAGE AREA. TO ALLOW CUSTOMERS TO CHOOSE A MORE COST EFFECTIVE SOLUTION WHICH STILL MEETS THEIR NEEDS.
- OUR NEEDS WOULD BE BETTER MET IF DET ASKED US ABOUT OUR SPECIFIC BUSINESS REQUIREMENTS BEFORE STARTING PROJECTS OR MAKING CHANGES.
- OUR NEEDS WOULD BE BETTER MET IF THE SERVICES WERE LESS EXPENSIVE. WEVE ALSO HAD MORE ISSUES THIS YEAR THAN USUAL WITH OUTAGES.
- OUR OFFICE ONCE ASKED FOR A WEB PAGE TO BE HOSTED AND THE REQUEST WAS DENIED. THAT WAS OF CRUCIAL IMPORTANCE AND WE HAD TO GET IT DONE ELSEWHERE. WE ALSO ARE NOT ON THE STATEWIDE PROTECT SYSTEM IN MILWAUKEE. THAT IS CAUSING ENORMOUS PROBLEMS. THE PROTECT INSTALL IN MILWAUKEE WOULD SOLVE ALL OF THESE PROBLEMS.
- OUR ORGANIZATION WOULD BE HAPPIER IF THERE WERE DELETIONS IN THE SERVICE AREAS SO WE CAN PROVIDE THE SERVICE OURSELVES AT A CHEAPER PRICE.
- OVERALL DOA/DET OVERSELLS AND UNDER DELIVERS. ITS LIKE A VENDOR WHEN PROMOTING A NEW PRODUCT, THEY SELL VAPORWARE. DOA/DET HAS TO GET ITS PROCESSES AND OFFERING DOWN. GET A HANDLE ON WHAT REAL CUSTOMER SERVICE SHOULD BE BY LISTENING TO ITS CUSTOMER AGENCIES VERSUS ASSUMING THAT DOA/DET KNOWS BETTER. DOA/DET SAYS THAT THEY ARE LISTENING TO THE CUSTOMER BUT SO FAR THE ACTIONS DISPLAYED DONT PROVE THAT OUT. THE LACK OF PRO-ACTIVE COMMUNICATION VIA DOA/DET IS THE NORM, NOT THE EXCEPTION AND THAT IS WHY THEY ARE STRUGGLING SO HARD TO ACHIEVE CONSOLIDATION. THE AGENCIES HAVE A GREAT DEAL TO OFFER AND ARE WILLING TO DO SO IF THEY COULD HAVE A TRUE SENSE THAT THEY, THE AGENCIES, WOULD ACTUALLY BE TAKEN SERIOUSLY.
- OVERALL SUPPORT. (SERVER, GIS DATA SUPPORT, PROGRAMMING AND APPLICATION DEVELOPMENT SUPPORT, HELP DESK, ETC.)
- PRINT-TO-MAIL SERVICE IS ERRATIC IN TIMELINESS OF GETTING OUR TIME SENSITIVE MAILINGS PRODUCED AND SENT. NO APPARENT CONCERN THAT AFP LANGUAGE SELECTED BY DOA IS NO LONGER SUPPORTED AND AGENCIES MUST CONTRACT VENDOR FOR SOURCE DOCUMENT CHANGES
- PRINT TO MAIL DOESN'T WORK AND ISN'T MONITORED.
- PROMPT CUSTOMER SERVICE.
- PUTTING A COUNTER OF THE NUMBER OF HITS ON THE TOWN'S WEB PAGE
- QUALITY OF SERVICE AND TIMELINESS HAS BEEN A PAST PROBLEM AND NEEDS TO BE IMPROVED IN SOME AREAS. IT IS SOMETIMES SPORADIC SO YOU CANT SAY THAT ANY ONE SERVICE IS CONSISTENTLY BAD (OR GOOD) AND CONSISTENCY IS THE KEY TO SATISFACTION. IF YOU OFFER A SERVICE IT HAS TO BE CONSISTENTLY RELIABLE EVERY TIME.
- REDUCE THE COSTS. MAKE ACCESS TO SERVICES MORE EFFICIENT, AND MORE SPECIFIC TO OUR AGENCY'S NEEDS.
- RELIABLE SERVICES. PROMPT CUSTOMER SERVICE, ABILITY TO CUT THROUGH "MIDDLE MAN" (HELP DESK) TO GET TO TECH PERSON TO RESOLVE PROBLEM.
- RESPONSIVENESS - WE HAVE A DOWNTIME LIMIT THAT'S HARD TO MEET WITHOUT STAFF ON CALL ON A MOMENTS NOTICE.
- RESPONSIVENESS
- SERVICE LEVEL AGREEMENTS--SLA'S RELATED TO EXPECTATIONS FOR FUTURE SERVICE, I.E. RE: TO SERVER CONSOLIDATION.
- SERVICES WOULD NEED TO MATCH OUR OPERATIONAL NEEDS MORE CLOSELY AND BE COST EFFECTIVE.
- THE CURRENT SUPPORT WE RECEIVE FROM DAIT - HELPDISK IS EXCELLENT. I WOULD LIKE TO SEE PROTECT HAVE MORE STATISTICAL REPORTS.

- TOO COSTLY, NO BUSINESS NEED, ASSESSMENT NOT EFFICIENT.
- UNCLEAR AT THIS TIME PERIOD OF TRANSITION.
- UNDERSTANDING HOW THEY ARE PRICED.
- WE ARE A VERY SMALL UNIT OF GOVERNMENT, AND ONLY USE THE INTERNET HOSTING SERVICES. I DON'T FORESEE NEEDING ANY OTHER TYPES OF SERVICES IN THE NEAR FUTURE.
- WE HAVE REQUESTED THE PROPERTY TAX DATA.WI.GOV APPLICATION BE CORRECTED. I'VE CALLED AND WRITTEN JOHN BURDICK & RENEE POWERS SEVERAL TIMES & NO ONE WILL TAKE RESPONSIBILITY FOR THE CORRECTION OF THIS APPLICATION. IT HAS NEVER WORKED-- THAT IS WHY NO ONE USES IT.
- WEB HOSTING
- WHAT WE REALLY NEED IS A CLEAR PICTURE OF WHAT OUR CHARGEBACK COSTS FOR ALL THE DET SERVICES IS GOING TO BE AT THE TIME WE ARE DOING OUR BUDGETING. THE SYSTEM NOW WHERE ADDITIONAL CHARGES KEEP COMING TO US AT RANDOM TIMES DOES NOT WORK.
- WORK COOPERATIVELY WITH AGENCIES ON THE SERVICES THEY OFFER, RATHER THAN FORCING CONSOLIDATION IN THE NAME OF SAVINGS THAT ARE DWARFED BY BOTH RISK AND OPPORTUNITY COST OF THE HUGE AMOUNT OF EFFORT REQUIRED
- WOULD LIKE A FRONTPAGE CLASS

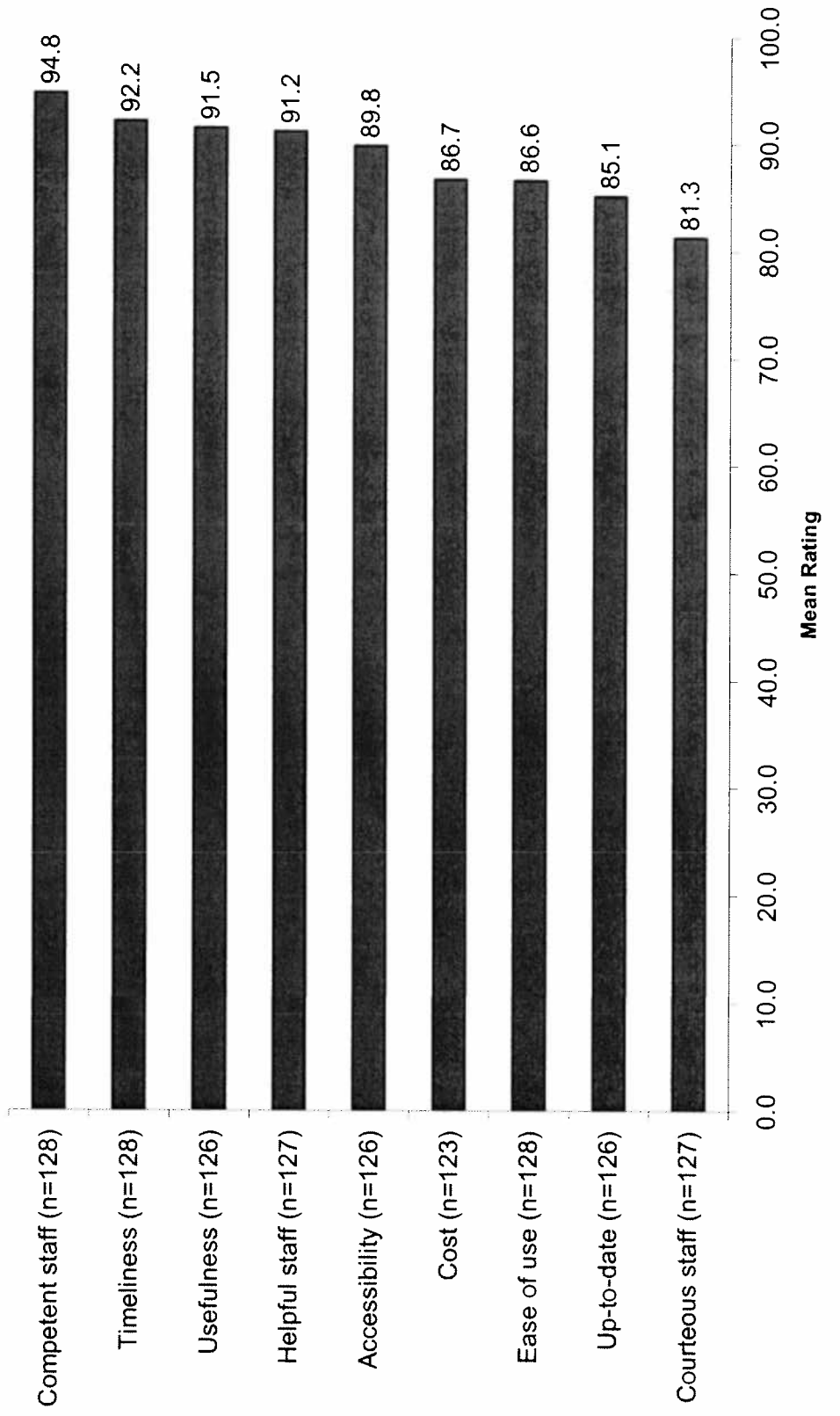
Chart 4: Relationship Between Organization and DET



Q6. Based on your experience with DET, select the statement that comes closest to describing the relationship between your organization and DET?

More than six in 10 (62%) of those with an opinion said that their organization uses DET services because they have little or no choice. Another 24% said that their organization uses DET services because they are business partners working toward common goals, while 14% gave another description of their organization's relationship with DET.

Chart 5: Importance of Aspects of IT Services Vendor
 (0=NOT AT ALL IMPORTANT and 100=VERY IMPORTANT)



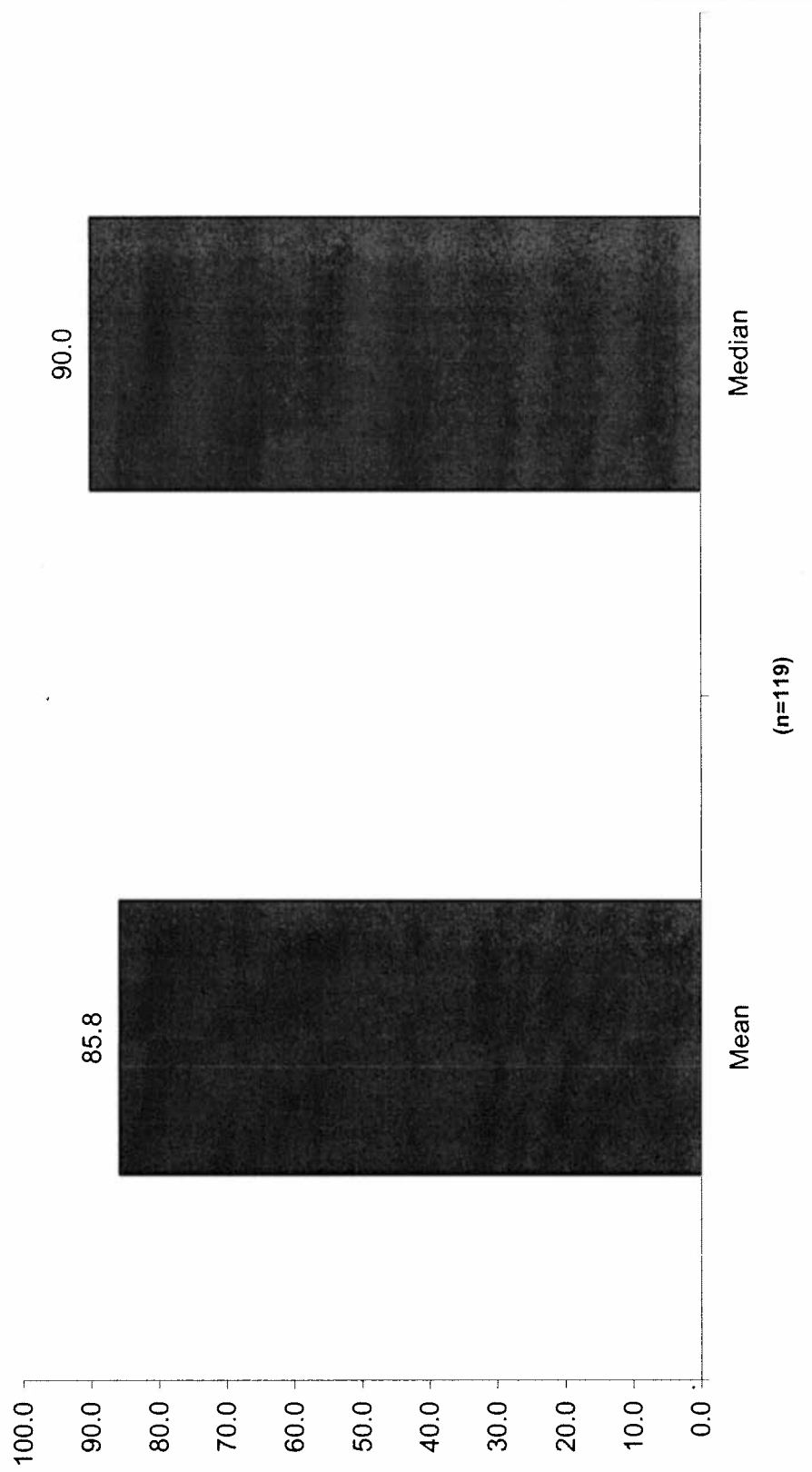
Q7. If you were to rate the importance of these aspects of an information technology services vendor to meet your needs on a zero to 100-point grading scale, what score would you give for: [EXAMPLE: If you think timeliness is an important aspect, you might give a score anywhere from 50 to 100.] Note: Enter 999 for NO OPINION/NOT APPLICABLE.

Overall, respondents feel that all aspects listed are important, with means ranging from 81.3 to 94.8, and medians ranging from 80.0 to 100.0. Aspects and their mean and median ratings are:

- Competent staff (mean 94.8, median 100.0),
- Timeliness (mean 92.2, median 95.0),
- Usefulness (mean 91.5, median 95.0),
- Helpful staff (mean 91.2, median 95.0),
- Accessibility (mean 89.8, median 90.0),
- Cost (mean 86.7, median 90.0),
- Ease of use (mean 86.6, median 90.0),
- Up-to-date (mean 85.1, median 90.0), and
- Courteous staff (mean 81.3, median 80.0).

**Chart 6: How Well IT Services Vendor Would Need to Do to Satisfy
Organization's Expectations**

(0=UNABLE TO MEET OUR NEEDS and 100=EXCEEDS EXPECTATIONS IN MEETING NEEDS)



Q8. Realistically, how well would an information technology services vendor need to do in order to satisfy your organization's expectations? Use a scale where 0=UNABLE TO MEET OUR NEEDS and 100=EXCEEDS EXPECTATIONS IN MEETING OUR NEEDS. Note: Enter 999 for NO OPINION/NOT APPLICABLE.

Respondents gave a mean rating of 85.8 and a median of 90.0 to how well an IT services vendor would need to perform in order to satisfy their organization's expectations. Responses ranged from a low of 40 to a high of 100. Three in 10 (30%) gave a rating of 90.

Q9. Words or phrases that best describe my organization's relationship with DET are:

Over one-half of the comments provided are negative, while more than one-fourth are positive and about one-fifth are neutral. A detailed review of the comments is recommended.

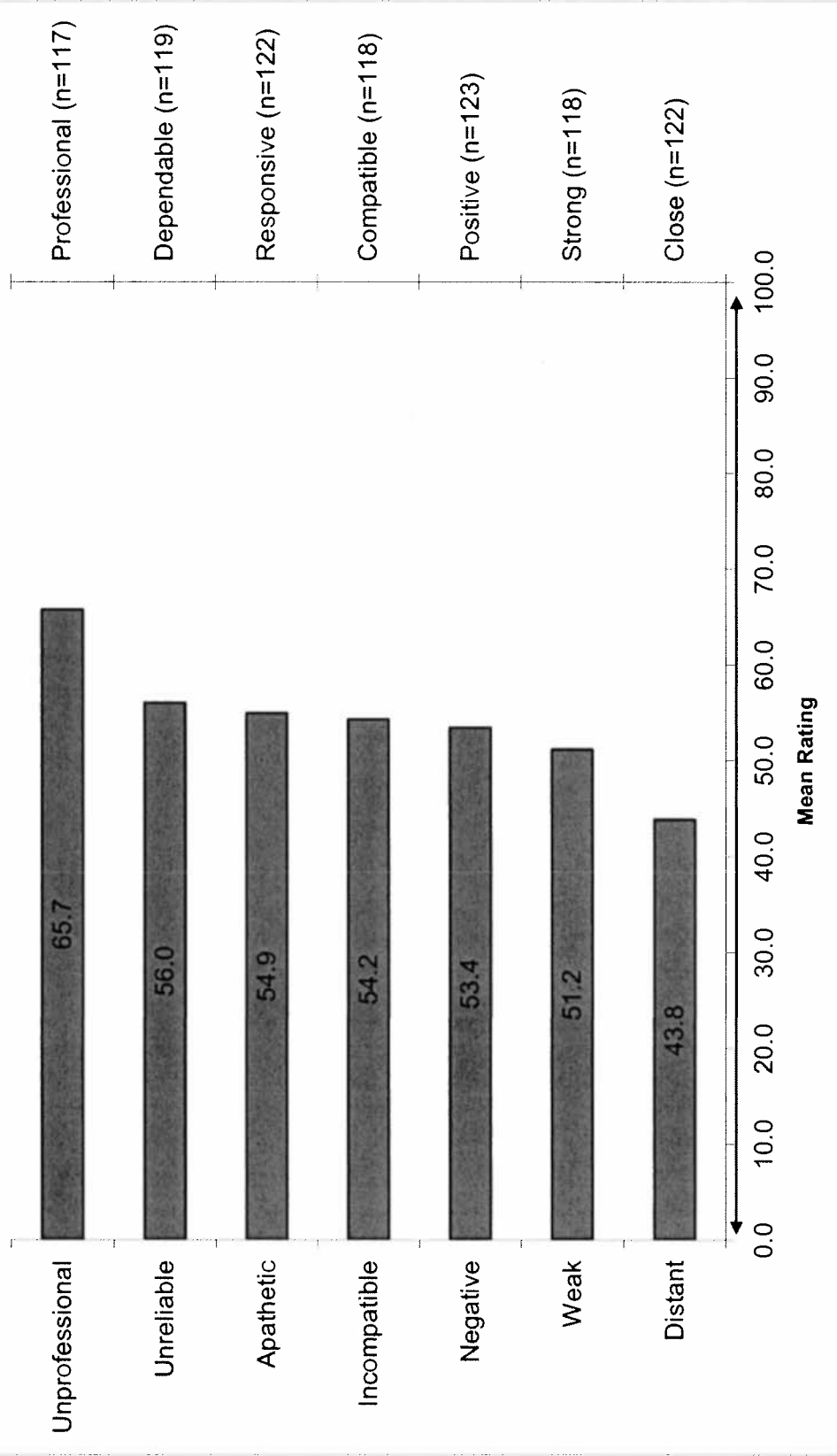
First Mention	Second Mention	Third Mention
• ACRIMONIOUS	• COMMAND	• CONTROL
• ADVERSARIAL	• SLOW	• BUREAUCRATIC
• ADVERSARIAL	• STRAINED	• INEFFECTIVE
• ADVERSARIAL	• SUSPICIOUS	• RELUCTANT TO FOLLOW THEIR LEAD
• AGENCY ON THE PERIPHERAL EDGE	• VERY LITTLE OR NO CONTACT FROM CUSTOMER REP	
• CLIENT	• HELPFUL	
• CO-OPERATIVE	• COSTLY	• WASTEFUL
• COERCED	• DISTRUSTFUL	• CHALLENGING
• COERCED	• LEGALLY PROBLEMATIC	
• COLLABORATIVE	• DISTRUSTFUL	
• COMMON GOALS BUT DIFFERENT OPINIONS ON HOW TO ACHIEVE THEM.	• DET ASKS FOR COMMENTS ONLY AS A COURTESY - OUR COMMENTS TYPICALLY ARE NOT TAKEN SERIOUS	• GOOD RELATIONSHIP BETWEEN DET AND AGENCY TECHNICAL SUPPORT STAFF.
• COMPELLED	• PROBLEMATIC	• INSENSITIVE
• COMPETITIVE		
• CONCERNED	• WAITING FOR PROOF OF CAPABILITIES	• EXPENSIVE
• CONFIDENCE	• RELIABLE	• HELPFUL
• CONFUSING	• RELUCTANT	• REQUIRED BY DOA
• CONTENTIOUS	• ADVERSARIAL	• RESTRICTIVE
• COOPERATIVE	• ACCESSIBLE	• EFFICIENT
• COOPERATIVE	• FRIENDLY	• PARTNERSHIP
• CORDIAL		
• CORDIAL	• GUARDED: OFTEN, DET DOES NOT INVOLVE MY ORGANIZATION UPFRONT IN ITS INITIATIVES AND PLANS. WHEN THEY DO, THEY OFTEN DO NOT ACCEPT A PERSPECTIVE OTHER THAN THEIR OWN.	• DET EFFORTS ARE A DRAIN ON AGENCY RESOURCES AND THE AGENCY'S ABILITY TO MEET ITS WORKLOAD COMMITMENTS. OFTEN, PLANNING FOR AGENCY STAFF INVOLVEMENT IS NOT DONE, OR IS NOT DONE IN A MANNER IN WHICH AN AGENCY CAN PLAN FOR PARTICIPATION IN DET EFFORTS.
• CORDIAL	• RESPECTFUL	• IN DESPERATE NEED
• CRUCIAL	• STAKEHOLDER	• PARTNER
• CUSTOMER	• BUSINESS PARTNER	• PEER
• CUSTOMER/ VENDOR	• COST SENSITIVE	• SERVICE SENSITIVE
• DEPENDENT	• COLLEAGIAL	• EXCELLENT
• DEPENDENT/RELIANT	• SERVICE	• MISSION
• DEPENDENCY	• SDM IS VERY HELPFUL	• WE COMPLY WITH DET DIRECTIVES
• DEPENDENT ON DET		

First Mention	Second Mention	Third Mention
• DET IS OPPRESSIVE	• DET IS WASTEFUL	• DET IS ARROGANT
• DISTANT	• ADVERSARIAL	• LACKING CONFIDENCE
• DISTANT	• BUREAUCRATIC	• NOT VALUE ADDED
• DISTANT	• CONFRONTATIONAL	• UNAWARE
• DISTANT	• INDIRECT	• THROUGH TOO COMPLEX A COMMUNICATION PATHWAY
• DISTANT	• UNCONNECTED	• FORCED
• DISTRUST ABOUT QUALITY AND COSTS AND TIMELINESS	• UNCLEAR ABOUT DET ORGANIZATION AND ROLE	•
• DISTRUSTFUL	• ARMS LENGTH	• STRAINED
• DO NOT SEE DET WORKING IN OUR BEST INTEREST	• IMPROVING- BETTER THAN IT ONCE WAS	• SLAVE -AS IN MASTER (DET) -SLAVE (AGENCY) YET WE HAVE BETTER PEOPLE- FRUSTRATING
• DON'T KNOW	• UNCOORDINATED	• ARROGANT
• DONER- WE PROVIDE MUCH- GET MIXED BACK	• GREAT TEAM	•
• DOWNTRODDEN	• LEGALLY PROBLEMATIC	• PROBLEMATIC
• EXCEPTIONAL	• NOT FORTHCOMING	• OPPORTUNISTIC
• FORCED	• UNRESPONSIVE	• UNFAMILIAR WITH OUR SET-UP
• FORCED	• DEPENDENT	•
• FRUSTRATED	• ARBITRARY	• SKEPTICAL
• FRUSTRATING	• FRAGILE	• SEEMS TO IGNORE OUR ISSUES
• FRUSTRATING	• SLOW TO CHANGE	•
• FRUSTRATION	• NEED MORE COMMUNICATION AT STAFF LEVEL	•
• GOOD	• QUICK RESPONSE	•
• GOOD	• COST EFFECTIVE	•
• HELPFUL	• COURTEOUS	•
• HELPFUL	• CAUTIOUS ON BECOMING TOO DEPENDANT	• STAFF SEE IT AS A NECESSARY EVIL
• HELPFUL	• TOP DOWN	•
• HOPEFUL FOR PROGRESS	• HIGH EXPECTATIONS	• PARTNERSHIP WITH SHARED BENEFITS
• INATTENTIVE	•	•
• INDIRECT (INFORMATION IS FILTERED THROUGH ANOTHER BUREAU)	• FLEXIBLE	• FAST
• JUST OK	• LESS THAN OPTIMUM	• DISTANT, LACKING SUBSTANCE
• JUST STARTING OUT WITH THE WEB	• FRUSTRATING	• EXPENSIVE
• KNOWLEDGEABLE	•	•
• LOPSIDED	•	•
• MANDATORY	•	•
• MINIMAL	•	•
• MINIMAL	•	•
• MISSION-CRITICAL	•	•

First Mention	Second Mention	Third Mention
• MISTRUSTFUL	• POOR COMMUNICATION	• INCONSISTENT CUSTOMER SERVICE
• NON-EXISTENT	• UNKNOWN	• UNSURE
• NONE	• ZERO	• REQUIRING MORE WORK THAN IF WE DID NOT HAVE A RELATIONSHIP
• NOT RELEVANT TO OUR BUSINESS OR CUSTOMERS	• OFTEN FORCED ON US	•
• NOT WITHIN MY AREA OF KNOWLEDGE, NOT SURE WHAT RELATIONSHIP IS	•	•
• OF LITTLE VALUE THUS FAR	• ADEQUATE AT TIMES	• SOMETIMES VERY FRUSTRATING
• OKAY	• OSER IS GENERALLY SATISFIED WITH DET CUSTOMER SERVICE.	• RELATIONSHIP COULD BE MORE PERSONAL, IE CONTACT PERSON INSTEAD OF ROUTING SERVICE
• OSER IS COMPLETELY DEPENDENT ON DET FOR IT.	• FRUSTRATING AT TIMES	• IN SOME WAYS A MODEL FOR OTHER AGENCIES TO EMULATE
• OVERALL POSITIVE	•	•
• PARTNER	• SAME TEAM	• GOAL DRIVEN
• PARTNER	• COLLABORATORS	• WONDERFUL
• PARTNERS	• COMFORTABLE	•
• PARTNERS	•	•
• PARTNERSHIP	•	•
• PARTNERSHIP	•	•
• POOR	• DISTANT	• NOT ON THE SAME PAGE
• POOR CREDIBILITY (MORE IN THE PAST THAN NOW)	• SUSPICION OF DET MOTIVES (WEVE BEEN SCREWED TOO OFTEN)	• FAILURE TO PERFORM AS PROMISED WHEN PROMISED
• PROFESSIONAL	• COURTEOUS	• YET TO BE CLEARLY DEFINED
• PROFESSIONAL	• DEPENDENT	• SYNERGISTIC
• PROFESSIONAL	• HELPFUL	• EXPERTS
• PROFESSIONAL	•	•
• RELIANT ON SERVICES	• EXPENSIVE	• MINIMAL
• RELUCTANT	• FORCED	• REQUIRED
• RELUCTANT	•	• UNKNOWN
• REMOTE	• DICTATED	• LITTLE OR NO CONTACT
• REMOTE	• END-USER	• WOULD LIKE BETTER CUSTOMER SERVICE
• REQUIRED	• FRUSTRATING	• COSTLY
• REQUIRED	• ONE WAY	• STRESSFUL
• REQUIRED	• STRAINED	•
• REQUIRED	• TOO BUREAUCRATIC (CANT TALK DIRECTLY TO PERSONNEL - NEED TO GO TO HELP DESK - TECHS HAVE LITTLE KNOWLEDGE OF DET PROJECTS.)	• PROFESSIONAL (WHEN THERE IS CONTACT)
• REQUIRED AT TIMES	• COURTEOUS	• COST SHARING
•	• SHARED SERVICES	• CONTROL
• RESTRAINED	• AUTHORIZATION	•
• SERVICE PROVIDER	•	•
• STANDARDS	•	•

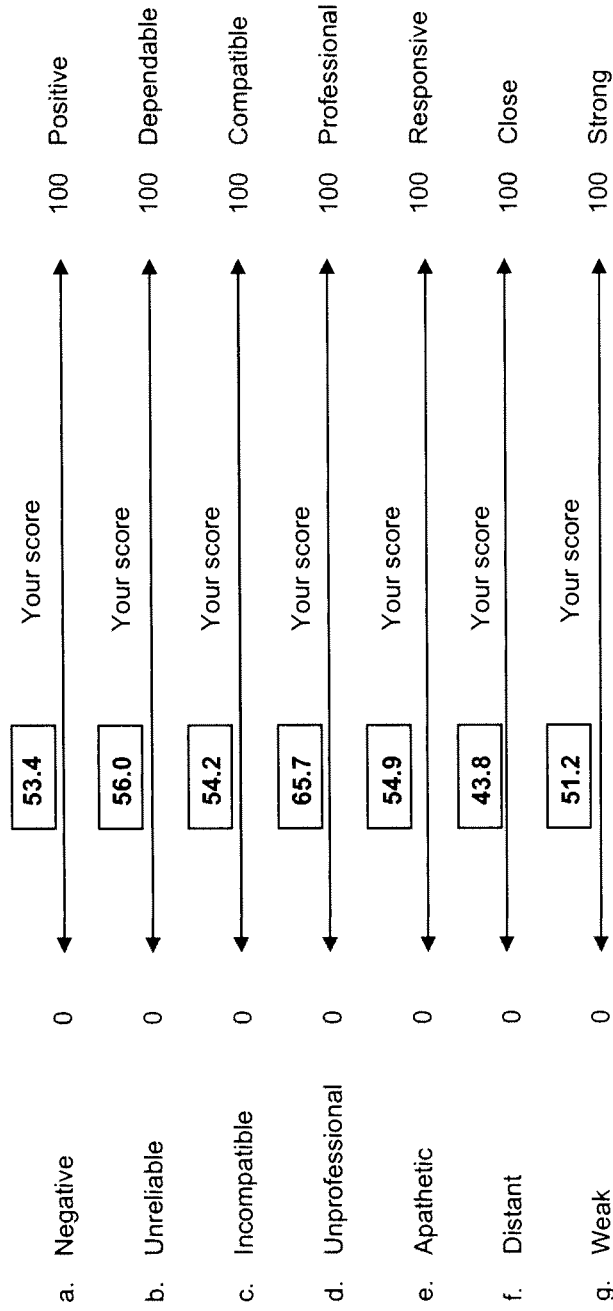
First Mention	Second Mention	Third Mention
• STATE AGENCY	•	•
• STRAINED	• DETS WAY OR THE HIGHWAY	• ONE-SIDED
• STRAINED	• DET THINKS WE CONTINUALLY THROW- UP ROAD BLOCKS	• MINIMAL TRUST BETWEEN AGENCIES
• STRAINED	• INCONSISTENT	• HAPHAZARD
• STRAINED	• LACK OF TRUST	• COMBATIVE
• STRAINED	• ONE SIDED	• IMPROVING
• STRAINED	• RELUCTANT TO DEAL WITH THEM	• DICTATOR/PRESENT FEELINGS
• STRAINED	• SERVICES NOT WELL COORDINATED	• RESPONSE TIMELINESS PROBLEMS
• STRUGGLING	• DIFFICULT	• WE DONT KNOW WHAT'S GOING ON
• SUBORDINATE	• DEPENDENT	• PARTNER
• SUBSERVIENT TO DET AT	• WORKING PARTNER AT LOWER LEVELS	•
• HIGHER LEVELS	•	•
• SUSPICIOUS	• NOT CONFIDENT	• CONCERNED
• SUSPICIOUS	• ANTICIPATORY	• PROOF OF CONCEPT REQUIRED
• TENTATIVE	•	•
• THEY HOST OUR WEB SITE	•	•
• & WE ARE VERY PLEASED	• COURTEOUS/COMPETENT	• USEFUL
• TIMELY	•	•
• TRYING TO COEXIST AND	•	•
• WORK WITH DET DUE TO	•	•
• SIS INITIATIVE	•	•
• UNILATERAL COOPERATION	• HEALTHY SKEPTICISM	• CAUTIOUSLY OPTIMISTIC
• - WE COOPERATE, THEY	•	•
• DICTATE	• INVOLUNTARY	• QUESTIONABLE
• UNNECESSARY	• COST EFFECTIVE	• NECESSARY
• USEFUL	• UNDERSTAFFED	• SINCERE IN TERMS OF INDIVIDUAL DET STAFF
• WELL MEANING	•	• EFFORTS

Chart 7: Ratings of Word Pairs That Describe Organization's Relationship with DET



Q10. For each word pair below, give a rating score that describes your organization's relationship with DET as an information technology vendor in terms of being more or less like either word. [EXAMPLE: If you think DET is more positive than negative, you might give a score anywhere from 50 to 100.] Note: Enter 999 for NO OPINION/NOT APPLICABLE.

Overall, respondents are more likely to think of DET as professional than unprofessional (mean 65.7, median 70.0). They tended to split between unreliable and dependable (mean 56.0, median 50.0), apathetic and responsive (mean 54.9, median 60.0), incompatible and compatible (mean 54.2, median 52.5), negative and positive (mean 53.4, median 50.0), and weak and strong (mean 51.2, median 50.0). They are somewhat more likely to think of DET as distant than close (mean 43.8, median 45.0). Although based on few cases for some groups, Bureau or Agency Directors and IT Directors/Managers/Coordinators gave among the lowest mean ratings, while District/Deputy/Assistant District Attorneys, Town Clerks/Village Administrators, and Administrative Support/Office Managers tended to give higher mean ratings. Also, State employees gave lower mean ratings than did the few who work for another type of organization. The diagram below shows overall mean ratings given to each word pair:



Q11. What specific changes would you like to see DET make to improve its relationship with your organization?

Customer suggestions for changes DET needs to make to improve its relationship with them focus on making customers the center of attention based on their needs rather than DET's goals and mode of operation. Although some customers mentioned recent improvements in attitude and management, they are looking for more two-way communication, allaying concerns about the impact of consolidation and centralization of IT services, better billing practices and lower costs, and greater emphasis on building trust through recognizing the unique requirements of individual organizations. Customers want more contact and accessibility to overcome a sense of isolation. Likewise, they want to see performance rather than promises through better management practices and leadership. A detailed review of the comments is recommended.

- (FROM Q. 18)--CONSULTANTS AND UPPER LEVEL MANAGEMENT ARE NOT COURTEOUS, COMPETENT, NOR HELPFUL.
- 1. FOLLOW THROUGH ON THE VISION (PROMISE) OF IMPROVED SERVICE WITH COST SAVINGS AT THE DIVISION LEVEL IN DNR. 2. CONTINUE PERIODIC MEETINGS WITH LEADERSHIP WITH STAFF INPUT. 3. TEAR DOWN BARRIERS TO US DOING OUR WORK. SPECIFICALLY, DNR'S SECURITY MODEL STIFLES OUR ABILITY TO WORK.
- ACTUALLY ACT TO PROVIDE SERVICES THAT HELP US BE PRODUCTIVE AT REASONABLE COST.
- ADDRESS NEEDS IN A TIMELY MANNER, FEW LAYERS, RESPECTFUL OF AND ATTENTIVE TO OUR MISSION AND OUR DECISIONS.
- ADEQUATELY FUND OUR DEVELOPMENT AND SUPPORT TEAM AND KEEP OUR DESIGNATED STAFF TOGETHER
- ALLOW FOR MORE AGENCY INPUT AND WORK WITH AGENCIES AS A TEAM.
- ASK THE AGENCIES WHAT THEY NEED--FIRST, THEN MATCH THOSE NEEDS. DET SHOULD HAVE TO COMPETE WITH PRIVATE SECTOR.
- ASSURANCE OF TIMELY AND RELIABLE SERVICE.
- BE A COMPETITOR FOR OUR WORK RATHER THAN A CONSOLIDATOR.
- BE ABLE TO ADAPT AND ACCOMMODATE CHANGES FAST AS OUR COUNTY GROWS AND CHANGES.
- BE LESS DEPARTMENTALIZED.
- BE LESS HEAVY-HANDED.
- BE MORE FLEXIBLE--RECOGNIZE UNIQUE CHARACTERISTICS OF AGENCIES--ADMIT IF YOU DON'T HAVE ANSWERS OR IF YOUR SERVICES ARE MORE COSTLY OR OF POORER QUALITY THAN STATUS QUO.
- BE MORE PROACTIVE IN COMMUNICATIONS. WE FIND A LOT OF THINGS OUT SECOND HAND THAT DIRECTLY AFFECT US. THEY ALSO NEED TO LISTEN TO US RATHER THAN TELL US WHAT WE NEED.
- BE MORE RESPONSIVE TO NEEDS OF ORGANIZATIONS, LISTEN TO THEM AND DON'T DICTATE. THEY HAVE BUSINESS PLANS AND CUSTOMERS TO TAKE CARE OF ALSO.
- BE MORE USEFUL & AT A REASONABLE OR NO-COST RATE. WE SHOULD HAVE A CHOICE, DOA SHOULD HAVE TO COMPETE WITH PRIVATE SECTOR.
- BE OPEN TO OUR SUGGESTIONS. MAKE DECISIONS BASED ON THE CUSTOMER/ AGENCY BUSINESS NEEDS AND INPUT. DET TENDS TO MAKE DECISIONS IN A VACUUM.
- BE REALISTIC.
- BECOME AWARE OF AND RESPONSIVE TO OUR AGENCY BUSINESS NEEDS. ADDRESS AND RESOLVE ONGOING IT ISSUES AND PROBLEMS THAT PLAGUE OUR STAFF AND HAMPER OUR EFFECTIVENESS AND EFFICIENCY. PROVIDE SERVICES AT A PRICE THAT REFLECTS MARKET RATES.
- BECOME MORE FAMILIAR WITH THE BUSINESS AND MISSION OF THE AGENCIES DET IS PROVIDING SERVICE TO. CHANGE ITS CULTURE AND IMPROVE ITS ATTITUDE TOWARD THE AGENCIES DET IS SUPPOSED TO BE SERVING. THE CIO NEEDS TO "WALKS THE TALK" AND EXECUTE AND BRING TO COMPLETION HIS BIG IDEAS AND VISION IN A TIMELY MANNER. DET HAS TOO MANY PROJECTS AND NOT ENOUGH RESOURCES TO SUPPORT AND SUCCESSFULLY COMPLETE THE PROJECTS THEY CURRENTLY HAVE IN A REASONABLE TIME AND KEEP CURRENT OPERATIONS GOING AT THE SAME TIME. THE CIO HAS A GOOD VISION AND GREAT IDEAS BUT WE ARE NOT SEEING ANY TANGIBLE RESULTS, JUST PROMISES.
- BECOME MORE INFORMED ON SMALL AGENCY NEEDS AND SERVICING THOSE NEEDS.

- BEING MORE ACCESSIBLE, WITH INFORMATION THAT RESOLVES ISSUES.
- BETTER ASSISTANCE AT HELP DESK, MORE CONSIDERATION OF OUR INPUT IN DECISIONS THAT DIRECTLY AFFECT US.
- BETTER FUNDING.
- CHANGE DET LEADERS.
- CLEARLY DEFINED ROLES AND COMMUNICATION PROTOCOLS.
- COMMUNICATION WITH AGENCIES TO BETTER FIND OUT THE AGENCY NEED AS AN INDIVIDUAL NOT AS A WHOLE WITH OTHER AGENCIES, AS NEEDS TO DIFFER.
- COMMUNICATION; DON'T TAKE POSITIONS AWAY FROM ALREADY STRESSED STAFF MEMBERS THAT ARE ALREADY SHORT-STAFFED. MAKE SURE THAT CONSOLIDATION REALLY WILL WORK. IT SOUNDS GOOD ON PAPER, LOOKS IMPRESSIVE, BUT IS THAT BETTER?
- CONTINUE CURRENT LEVELS OF SUPPORT.
- CONTINUED IMPROVEMENT IN COMMUNICATION AT THE STAFF LEVEL.
- CUSTOMER SERVICE - FORTHCOMING, RESPONSIVE, IMPROVE COMMUNICATION, WE DONT JUST NEED TO KNOW IT'S FIXED -- WHAT WAS THE ISSUE, HOW WAS IT SOLVED; LISTEN AND RESPOND TO OUR SUGGESTIONS, CONCERNS, IDEAS.
- DEMONSTRATE CAPABILITY AND COST.
- DET COULD PROVIDE SERVICES FROM THE AGENCY'S PERSPECTIVE, RATHER THAN THE VENDOR'S PERSPECTIVE.
- DET IS BEHOLDEN TO DOA'S NEEDS, NOT ON AGENCY'S; A PRIVATE IT FIRM IS BEHOLDEN TO THEIR CUSTOMER.
- DET SHOULD KEEP OUR ORGANIZATION OUT OF THE SCOPE OF MOST OF ITS SERVICES.
- DET SHOULD TAKE A POSITION THAT IT WANTS TO SERVE OTHER AGENCIES -- NOT THAT EVERY OTHER AGENCY MUST CONFORM TO DET. AND SMALLER AGENCIES DO NOT WANT TO BE BILL PAYERS FOR LARGER AGENCIES.
- DEVELOP A STAFF/FUNCTION RESPONSIBILITY CROSS WALK FOR SOME CLUE WHO TO CONTACT FOR PROBLEM RESOLUTION. DRAMATICALLY IMPROVE RESPONSE TIMELINESS IN RESPONSE TO IDENTIFIED PROBLEM BY SERVICE REQUEST ACKNOWLEDGEMENT, QUICK RESOLUTION, STATUS REPORTS ON TOUGH ISSUES, LOSE ARROGANT NATURE THAT EXISTS WITH TOO MANY DET STAFF.
- DON'T ASK FOR FEEDBACK WHEN DECISIONS HAVE ALREADY BEEN MADE. THE SIS INITIATIVE IS A GOOD EXAMPLE. SEEMS LIKE I'M NOT REALLY "HEARD" IN MOST OF THE MEETINGS I'VE ATTENDED.
- DON'T KNOW.
- DON'T SIMPLY LUMP US INTO THE "ENTERPRISE" AS IF WE WERE LIKE EVERY OTHER AGENCY.
- DON'T WITHHOLD DATA AND INFORMATION.
- FOCUS ON FAR FEWER INITIATIVES AND FINISH THEM. TOO MANY CIO IDEAS KICKED OFF. ALMOST NONE WITH REASONABLE BUSINESS NEED OR ANY IMPROVEMENT IN SERVICES. POUND ONE RAT HOLE AT A TIME, NOT DOZENS. THEN ASSESS IF THEY REALLY WORKED OR NOT.
- FOCUS ON PRIORITIES FOR/OF AGENCIES.
- HAVE OUR DIVISION'S TECHNICAL STAFF WORK DIRECTLY WITH DET WITHOUT HAVING TO GO THROUGH DNR'S BUREAU FOR TECHNICAL SERVICES.
- HONESTY REGARDING THEIR REASONS FOR CONSOLIDATION, HONESTY ABOUT THE PROSPECTS FOR SUCCESS AS PLANNED, A SENSIBLE PLAN THAT PEOPLE CAN SUPPORT, RESPONSIVE, BUILD APTITUDE AND CAPACITY, OFFER SERVICES TO VOLUNTEERS, THEN MAYBE MANDATE COMMODITY SERVICES.
- I'D LIKE DET TO TREAT ITS CUSTOMERS LIKE CUSTOMERS OR CUSTOMERS COULD TAKE THEIR BUSINESS ELSEWHERE.
- I'M JUST NOT VERY AWARE OF THE SERVICES OFFERED. PERHAPS THE INTERACTION HAS ALL BEEN WITH OUR IT STAFF. BUT WITHIN OUR DIVISIONS I'M NOT CLEAR WHEN WE ARE GETTING A SERVICE FROM DET VERSUS FROM OUR OWN IT STAFF. MORE INFORMATION IS NEEDED TO OTHER MANAGEMENT OUTSIDE OF IT IN ORGANIZATIONS.
- I CAN'T THINK OF A THING.
- I FEEL OUR RELATIONSHIP IS FINE. KNOW WHO TO CONTACT TO GET ANSWERS. BASICALLY CALL BERNIE MRZIK AND HE ALWAYS FOLLOWS UP, OR GETS US IN CONTACT WITH WHO WE NEED TO TALK TO.
- I HAVE REPEATEDLY ASKED FOR THE PROPERTY TAX DATA W/GOV TO BE CORRECTED. I THINK MORE COUNTIES WOULD USE IT IF IT WORKED.
- I HAVE SEEN SOME IMPROVEMENT IN THE LAST 18 MONTHS OR SO IN THE FORM OF EMPOWERED CUSTOMER SERVICE MANAGERS (OR WHATEVER EVER-CHANGING NAME APPLIES TO THEM THIS WEEK). CONTINUE THIS TREND. WE AS YOUR CUSTOMERS CAN ONLY TRUST YOU AS AN ORGANIZATION WHEN WE FEEL THAT WE CAN TRUST THAT OUR CSM ACTUALLY HAS THE FREEDOM TO REPRESENT OUR INTERESTS INTERNALLY AT DET.
- I WOULD LIKE ALL CHARGEBACK REQUESTS TO BE CONSOLIDATED INTO ONE TIMELY "BILL" TO THE AGENCY. I WOULD LIKE A CLEAR ACCOUNTING

OF WHAT THOSE CHARGEBACKS ARE USED TO FUND AND THE OPPORTUNITY TO NEGOTIATE WITH OTHER PROVIDERS IF DET'S COSTS SEEM EXCESSIVE. I WOULD LIKE MY AGENCY TO BE CONSULTED DURING THE PROCESS OF SETTING STANDARDS SO THAT OUR NEEDS AND CONCERNS ARE CONSIDERED BEFORE THINGS ARE LOCKED IN AND COSTS FIXED. I WOULD LIKE A GOOD INTERAGENCY RELATIONSHIP IN WHICH MY AGENCY IS VIEWED AS A VALUED CUSTOMER.

- I WOULD LIKE THEM TO BE MORE FLEXIBLE IN TERMS OF THE WAYS WE NEED TO DO BUSINESS IN MILWAUKEE COUNTY VERSUS STANDARDS THEY TRY TO MAINTAIN ON A STATEWIDE BASIS.
- IMPROVE RECOGNITION OF AGENCY BUSINESS REQUIREMENTS.
- IMPROVED COMMUNICATION. BE HONEST ABOUT WHEN DET IS HAVING ISSUES. ACTUALLY WANT & USE AGENCY INPUT VERSUS DET ALWAYS KNOWING WHAT IS BEST TECHNOLOGICALLY. FREQUENT FOLLOW UP AND FOLLOW THRU ON QUESTIONS, ISSUES, ETC. DON'T SURPRISE THE AGENCIES ON REVISED DATES, CHANGES IN DIRECTIONS, ETC.
- IMPROVED CUSTOMER SERVICE (WE'RE SEEING SOME IMPROVEMENT). LISTENING MORE AND DIRECTING LESS (SOME POSITIVE STEPS BEING TAKEN) MORE FOCUS ON QUALITY, RELIABILITY, RESPONSIVENESS FOR KEY SERVICES. FOCUS ON A FEW REALLY KEY INITIATIVES INSTEAD OF SO MANY.
- IMPROVED TIMELINESS AND SENSE OF URGENCY.
- IN ADDITION TO A SINGLE POINT OF CONTACT, I WOULD ALSO LIKE TO HAVE A SIMPLE TO USE WORK ORDER REQUEST AND TRACKING MECHANISM THAT WOULD BE ONE OF SEVERAL INPUTS TO A MUTUALLY AGREED UPON SERVICE LEVEL AGREEMENT MECHANISM/METRICS ON FOLLOW-UP.
- INVOLVE AGENCIES IN UPFRONT PLANNING EFFORTS AND ESPECIALLY IN UNDERSTANDING AGENCY BUSINESS NEEDS AND REQUIREMENTS. THIS IS ESPECIALLY TRUE FOR DET PROJECTS IMPLEMENTING STANDARDS, NEW PRODUCTS AND/OR CONSOLIDATION EFFORTS.
- IT HAS BEEN IMPROVING LATELY WITH THE NEW STAFF. BUT IN THE PAST DET HAS ACTED LIKE AN ARROGANT ORGANIZATION WHO THINKS THEY DO EVERYTHING BETTER, AND KNOW BETTER, THAN ANYONE ELSE, AND IS NOT CONCERNED WITH THE AGENCIES MISSION AND GOALS. DET'S GOALS ALWAYS SEEM TO BE MORE IMPORTANT. SOME OF THE PRIOR STAFF MEMBERS WERE NOT ONLY ARROGANT WITH A SUPERIORITY ATTITUDE, THEY WERE NOT PROFESSIONALLY HONORABLE OR POSSESSING A HIGH DEGREE OF PROFESSIONAL INTEGRITY. IF YOU WANT TO DO BETTER, REMEMBER WE ARE THE CUSTOMER, NOT A DET SLAVE TO BE MANIPULATED AND OWNED. DET HAS TO STOP TAKING CREDIT FOR SUCCESSES AND BLAMING AGENCIES FOR FAILURES, AND YOU NEED TO DELIVER ON YOUR PROMISES AS WE DEPEND ON THEM.
- LEADERSHIP SHOULD BE CHANGED. ACTS AS A POLITICAL FACADE RATHER THAN SERVICE PROVIDER. UNETHICAL PROCUREMENT SELECTIONS & RELYING SOLELY ON HIGH PRICED OUT-OF-STATE VENDORS FOR DIRECTION & COVER SHOULD STOP.
- LESS DICTATORIAL AND MORE PARTNER.
- LESS DICTATORIAL MORE COOPERATIVE; LISTEN, RESPECT AGENCIES--WE CAN DO SOME THINGS CHEAPER/ BETTER.
- LISTEN.
- LISTEN TO AGENCIES BEFORE DETERMINING A COURSE OF ACTION.
- LISTEN TO WHAT OUR NEEDS ARE AND WORK WITH US INSTEAD OF TAKING A DICTATORIAL STAND.
- LOOK TO MEET ACTUAL CUSTOMER NEEDS AND LISTEN TO CUSTOMER--INDIVIDUAL PEOPLE CAN BE HELPFUL.
- MORE ACCOUNTABILITY; BETTER UNDERSTANDING OF AGENCIES' BUSINESS AND NEEDS, LESS DICTATORSHIP, MORE OPEN DISCUSSION; COMMIT TO SLA'S. SOME AGENCIES PROVIDE "LIFE AND DEATH" SERVICES TO THE PUBLIC. THOSE AGENCIES NEED ASSURANCES THAT SYSTEMS WILL BE AVAILABLE (NOT LIKE DOT'S CURRENT PROBLEMS.)
- MORE CLOSE COORDINATION AND COMMUNICATION AT THE HIGHER MANAGEMENT LEVEL.
- MORE COLLABORATIVE.
- MORE CONTACT.
- MORE EMPHASIS ON CONFIGURATION, LESS ON APPLICATIONS. WORK WITH AGENCY IT STAFF.
- MORE FOCUS ON MEETING OUR BUSINESS NEEDS; MORE FLEXIBLE, REASONABLE COST, BETTER COMMUNICATION, MORE HONESTY - ABOUT ISSUES AND PROBLEMS.
- MORE MUTUAL CONSENSUS AND SHARED DECISION-MAKING.
- MORE PERSONALIZED SERVICE. STAFF DON'T LIKE CALL TICKET SYSTEM FOR HELP DESK, FOR EXAMPLE - SOMETIMES THEY TRY TO GET AROUND THAT BY CALLING INDIVIDUAL STAFF WHO HAVE HELPED THEM IN THE PAST. ALSO WE USED TO HAVE A CUSTOMER SERVICE REP TO GO TO W/ QUESTIONS BUT WE DON'T ANYMORE. IT WAS NICE TO HAVE THAT POINT OF CONTACT.
- MORE SAY IN ADMINISTRATIVE DECISIONS AND TIMEFRAMES. A MORE REALISTIC UNDERSTANDING OF CURRENT TECHNOLOGY.
- MORE TECHNOLOGICALLY CURRENT, GREATER CONSIDERATION OF INDIVIDUAL AGENCY WISHES.
- NEEDS TO BUILD TRUST THROUGH PERFORMANCE AND GOOD SERVICE.

- NONE.
- NONE.
- NONE.
- NONE.
- NONE NEEDED.
- NONE. MAINTAIN CURRENT EXCELLENT SERVICE LEVELS.
- NOT SURE AT THE PRESENT.
- NOTHING I CAN THINK OF AT THIS TIME.
- OUR INTERACTION WITH DET IS VERY INDIRECT, THE DCI WORKS MAINLY WITH DOJ--BUREAU OF COMPUTING SERVICES. PROVE ITSELF ON CORE, COMMON FUNCTIONS. COMPLETE SPECIFIC TASKS AND EFFORTS SUCCESSFULLY BEFORE STARTING MORE. COLLABORATE RATHER THAN DICTATE AND CONTROL. TAKE ADVICE. PRIORITIZE. MAKE REALISTIC ESTIMATES. DO NOT OUTSPEND DEPARTMENT BUDGET.
- PROVIDE LAPTOPS, IMPLEMENT PROTECT (UNDERWAY).
- PROVIDE MORE LEADERSHIP AND LESS CONTROL.
- REMEMBER SMALL AGENCIES.
- REPORT BACK PROGRESS/ STATUS ROUTINELY
- REQUEST INPUT MORE REGULARLY & PAY ATTENTION TO THAT INPUT.
- SERVICE LEVEL AGREEMENTS ARE NEEDED.
- SET PRIORITIES; FOCUS ON TOP PRIORITIES; MAKE ACCURATE BUSINESS CASE; UPDATE CBA TO REFLECT NEW INFO ABOUT COSTS AND BENEFITS; UNDERSTAND AGENCY BUSINESS NEEDS FOR USE OF TECHNOLOGY; MEET CUSTOMER NEEDS; KEEP COSTS LOW.
- SINCE YOUR HELPDESK IS THE PRIMARY CONTACT, THEY SHOULD BE MORE AWARE OF WHAT'S GOING ON IN EACH OF DET'S VARIOUS SECTIONS. MANY TIMES DET SEEMS TO BE TOO COMPARTMENTALIZED, WHERE ONE SECTION DOES SOMETHING WITHOUT CONSULTING OTHER SECTIONS THAT MIGHT BE AFFECTED.
- SLA COST CONTROLS. ADAPTABILITY TO CHANGING CUSTOMER DEMANDS. WILLINGNESS TO CONSIDER FEEDBACK FROM CUSTOMERS IN DESIGNING AND MANAGING SERVICES.
- STAFFING SEEMS TO BE AN ISSUE. IF YOU ARE GOING TO TRY TO DO MORE WITH LESS MAKE SURE THE LESS ARE QUALIFIED TO DO MORE! AGAIN, CUSTOMER SERVICE THAT USES A COMPREHENSIVE AND HOLISTIC APPROACH WOULD BE A REFRESHING DIFFERENCE FROM THE GENERAL, AND SOMEWHAT APATHETIC, RESPONSE WE GET NOW.
- STOP ALL OF ITS BARRIERS.
- STOP LOOKING FOR WAYS TO FUND DET BUDGET HOLES FROM AGENCIES' SHRINKING BUDGETS. STOP DEVELOPING ELABORATE AND EXPENSIVE METHODS FOR ALLEGEDLY SAVING THE STATE MONEY BUT NOT REALLY DOING SO -- EXAMPLE SERVER CONSOLIDATION PROJECT; EXAMPLE PAYING AN OUTSIDE VENDOR TO RUN A SURVEY OF FEELINGS ABOUT DET; ESTABLISHING T1 LINE ARRANGEMENTS AND PROTOCOLS THAT ARE FAR MORE COSTLY AND MORE INVOLVED THAN SMALL AGENCIES LIKE OURS REALLY NEED. DEVELOP AND MARKET TO AGENCIES SOME SIMPLE SERVICES LIKE ABILITY TO SEND FAX FROM DESKTOP; ABILITY TO RECEIVE ELECTRONIC PAYMENTS OVER DET HOSTED WEBSITE. MAKE IT CLEARER WHETHER AGENCIES ARE OR ARE NOT FREE TO PURCHASE IT SERVICES FROM PRIVATE VENDORS RATHER THAN FROM DET.
- STOP LYING. STOP FORCING/REQUIRING RELATIONSHIPS; THIS IS TOO POLITICIZED.
- STOP TRYING TO TAKE OVER THE WORLD.
- SUPPORT A DISTRIBUTIVE ARCHITECTURE. ACT LIKE A VENDOR OF SERVICES (I.E. SERVICES ARE VOLUNTARY). MORE BUSINESS ARTICULATION FOR PROJECTS.
- TECHNOLOGY IS NOT THE GOAL OF MY PROGRAM--IT IS ONLY A TOOL. I NEED TO SPEND LESS TIME DEVELOPING AND MAINTAINING TOOLS.
- THE DET OF THE LAST COUPLE OF YEARS HAS WASTED MORE MONEY THAN IN THE PREVIOUS FIVE YEARS. AGENCIES ARE SUPPOSED TO BE HAPPY ABOUT THIS? THEY ARE WASTING TAXPAYERS' MONEY. THEY COULD START BY GETTING RID OF THE CONSULTANTS THEY ARE PAYING MILLIONS.
- THE MYSTERY UNCOVERED...
- THEY ARE TOO ISOLATED, AND DON'T HAVE AN UNDERSTANDING OF THE DAILY OPERATING NEEDS OF THEIR CUSTOMERS, OR THE IMPACT THEIR SERVICES HAVE. THE REAL WORLD OF STATE GOVERNMENT IS NOT ON WILSON STREET.
- THIS SURVEY MAY NOT BE THE MOST USEFUL AT THIS TIME BECAUSE OUR DIVISION'S DIRECT CONNECTIONS HAVE JUST BEGUN WITH DET. AS WITH ALL RELATIONSHIPS THEY TAKE TIME TO DEVELOP AND CONTINUED COMMUNICATION LEADS TO SUCCESS.

- TIMELY ACKNOWLEDGMENT AND RESPONSE TO ISSUES.
- TREAT THE AGENCIES AS CUSTOMERS, AND GIVE THEM A VOICE. ASK FOR AND USE THEIR INPUT TOWARDS SELECTING PRODUCTS AND SERVICE OFFERINGS. GIVE THEM A REAL SAY IN THE PRIORITIZATION OF PROJECTS. STOP JUSTIFYING DET EXPANSION AT THE EXPENSE OF AGENCIES.
- UNDERSTAND THAT NOT ALL CURRENT PRACTICES AND POLICIES NEED TO GO THROUGH A COMPLETE OVERHAUL. WE CAN CHANGE SOME PRACTICES WITHOUT "BLOWING UP THE BOX". TOP MANAGEMENT NEEDS TO DO MORE THAN JUST SAY WE ARE WORKING AS A TEAM AND REALLY TAKE TO HEART AGENCY SPECIFIC SITUATIONS AND CIRCUMSTANCES.
- UPDATE OUR COMPUTER SOFTWARE AND MAKE THE CHARGES MORE REASONABLE. BETTER RESPONSE TIME AND KNOWLEDGE FROM THE HELP DESK. BETTER TRAINING AND EXPLAINING IN LAYMAN'S TERMS. NOT TREATED AS AN INCONVENIENCE BUT MORE HELPFUL.
- VISIT PROGRAM AREA STAFF SO THEY CAN CONNECT FACES WITH JOB DUTIES

Q12. Words or phrases that best describe DET's value to my organization are:

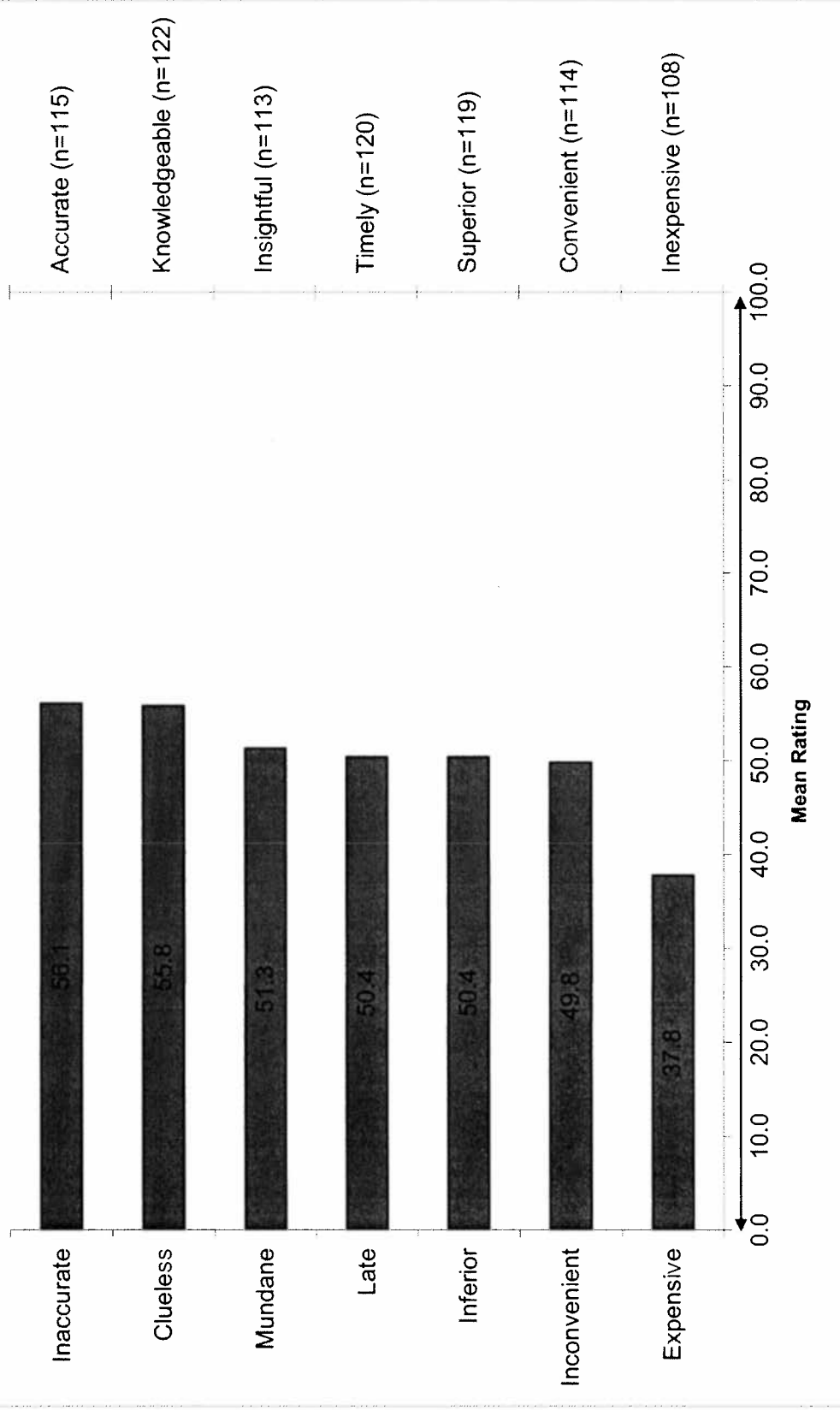
Customers split in their use of positive (32%), neutral (28%) or negative (40%) words or phrases to describe the value of DET as an IT vendor to their organization. A detailed review of the comments is recommended.

First Mention	Second Mention	Third Mention
<ul style="list-style-type: none"> • A MUST FOR FUTURE • AFFORDABLE • AID IN PROCUREMENT • BASIC SERVICES • CAN'T THINK OF ANY - CURRENTLY THE WORK I'M INVOLVED WITH DET IS FOR THE SIS INITIATIVE AND IS EXTRA WORK FOR ME. MAKES GETTING MY "REAL WORK" DONE DIFFICULT. • CENTRAL • CONVENIENCE • COORDINATES WAN INFRASTRUCTURE • COORDINATION • COST EFFECTIVE SERVICE • COST SAVINGS • COSTLY • COSTLY • COULD BE GREAT • CRITICAL • CRITICAL TO OPERATIONS • CRUCIAL • DETRIMENTAL • DICTATORIAL • DISTRACTION • DUBIOUS IN THE FUTURE 	<ul style="list-style-type: none"> • CAPABILITY NOT CLEAR • INTEGRATED PARTNER • SHARED TELECOMMUNICATION NETWORK • TOO EXPENSIVE • TECHNICAL • CONSOLIDATION • NEGOTIATES ENTERPRISE HW/SW CONTRACTS • RELIABLE • IMPROVED SERVICE • INCONSISTENT • LIKELY LIMITED • SOLE SOURCE • SUPPORTIVE DURING UPGRADES • COSTLY • FLY BY SEAT OF PANTS • COSTLY • NEGATIVE IN THE PAST AND CURRENT 	<ul style="list-style-type: none"> • GREAT POTENTIAL • PROFESSIONAL • SHARED LICENSING AGREEMENTS • NOT VERY RESPONSIVE • REDUNDANCIES • BUSINESS CONSULTANT • NON-CUSTOMER (AGENCY) ORIENTED. • PROVIDES ESSENTIAL TRAINING • SLOW • COSTLY • NEGATIVE ROI

First Mention	Second Mention	Third Mention
• EFFICIENCY	• REDUCED COST???	• TECHNOLOGY
• ENHANCES STATEWIDE PERFORMANCE	•	•
• ESSENTIAL	•	•
• EVENTUALLY GETS THE JOB DONE	•	•
• EXPENSIVE	• INCOMPATIBLE	• FORCED
• EXPENSIVE	• INCONVENIENT	• POOR COST CHK TO BENEFIT CHK RATIO
• EXTREMELY IMPORTANT	•	•
• FOR THE MOST PART THEY HAVE VERY GOOD TECHNICAL STAFF WE CAN COUNT ON.	• VERY FEW TECHNICAL SERVICES THEY OFFER ARE A VALUE FROM A COST PERSPECTIVE.	•
• GOOD	•	•
• HAVE NO CHOICE BUT TO DEPEND ON THEM.	• TAKE CARE OF SOMETHING WE DONT HAVE TO	• PROTECT OUR WEB SITE
• HELPFUL	• IMPORTANT	•
• HIGH	• NOT HELPFUL	•
• HIGH VALUE	•	• THEY DONT SEEM TO UNDERSTAND HOW STATE AGENCIES WORK
• IDENTIFIES ISSUES	•	• DOESN'T LISTEN TO INPUT
• IMPEDIMENT	• REMOTE	• RESPONSIVE
• IMPORTANT	• NECESSARY	• NOT UP TO STANDARDS OF EXPECTED PERFORMANCE
• INADEQUATE	• DEFICIENT	•
• INDISPENSABLE	•	•
• INTEGRAL TO OUR SUCCESS	• COST EFFECTIVE	•
• INVALUABLE	• ESSENTIAL	•
• INVALUABLE	• OVER-THE-TOP	•
• IT RESOURCES OF LAST RESORT	• SUFFICIENTLY HAMSTRUNG BY ITS OWN STAFFING LIMITATIONS THAT IT CANNOT IMPOSE NEARLY AS MANY CHANGES AFFECTING OUR IT LIVES AS IT WOULD PROBABLY PREFER.	•
• LARGER STAFF--MORE \$\$	• HIGHER END TOOLS AVAILABLE	•
• LIMITED	•	•
• LIMITED	• UNKNOWN	• OBSTACLE
• LOW	• DETRACTIVE EFFORT	•
• LOW	• LOW	• LOW
• MAINFRAME SERVICES	• ENTERPRISE CONTRACTS FOR PROCUREMENT	• NETWORK SERVICES
• MANDATED NOT PREFERENTIAL	• LIMITED	•
• MINIMAL	•	•
• MINIMAL	•	•
• MINIMAL	•	•
• MINIMAL	• COSTLY	• FRAUGHT WITH LEGAL PERIL

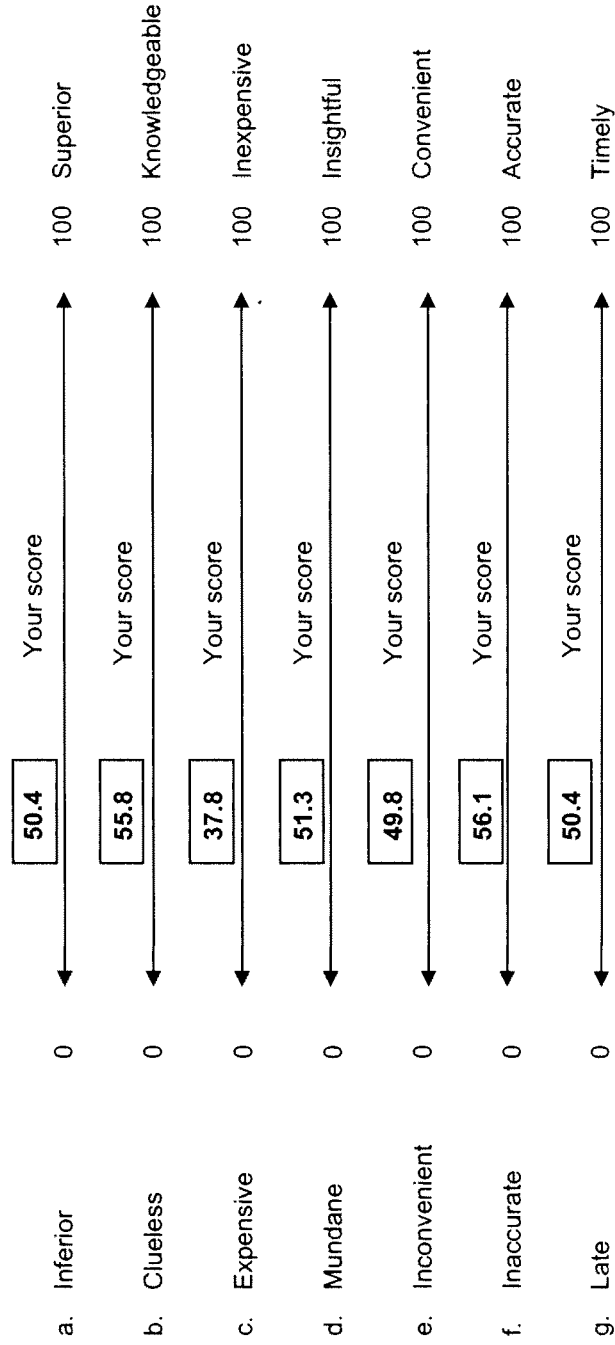
First Mention	Second Mention	Third Mention
• SOURCE OF INFORMATION	• ENTERPRISE PERSPECTIVE THAT RISES ABOVE INDIVIDUAL AGENCIES	• VISIONARY
• STABLE RELIABLE MAINFRAME SERVICES	• GREATER RESOURCES	• COMPATIBILITY
• STANDARDIZE	• IDENTIFICATION OF ENTERPRISE STANDARDS	• SUPPORT OF NETWORK INFRASTRUCTURE
• SUPPORT OF LEGACY (MAINFRAME) APPLICATION HOSTING	• KNOWLEDGEABLE STAFF	• TIMELINESS
• TECHNOLOGY FUNCTIONS	• QUESTIONABLE	• SPECULATIVE
• UNCLEAR		
• UNPROVEN		
• USE THEM BECAUSE WE HAVE TO		
• VALUABLE FOR THE WEB SITE		
• VALUABLE STATE AGENCY	• RELIABLE	
• VALUE ADD - IN REGARD TO STATE CONTRACT PRICING	• EXCELLENT VALUE FOR DET WEB HOSTING	
• VERY VALUABLE		
• VERY VALUABLE	• SAVES TIME	• SAVES MONEY
• VITAL	• IMPORTANT	• TRYING TO PARTNER
• VOLUME DEALER	• SERVICE SUPPLIER	• UNKNOWN
• WATCHDOG	• ENFORCER OF CONSISTENCY	
• WILL BE ESSENTIAL		
• WORKING TO FIND LOWEST WORKSTATION & SOFTWARE PRICES	• COORDINATE SOLUTION DELIVERY FOR CORE AGENCY FUNCTIONS	• DELIVER REAL AGENCY COST SAVINGS, RATHER THAN CLAIMED SAVINGS
• ZERO	• NO CREDIBILITY	• PROBLEMATIC

Chart 8: Ratings of Word Pairs That Describe Value of DET



Q13. For each word pair below, give a rating score that describes the value of DET as an information technology vendor in terms of being more or less like either word. [EXAMPLE: If you think DET is more superior than inferior, you might give a score anywhere from 50 to 100.] Note: Enter 999 for NO OPINION/NOT APPLICABLE.

Overall, respondents are somewhat more likely to think of DET as accurate than inaccurate (mean 56.1, median 55.0) and as knowledgeable than clueless (mean 55.8, median 57.5). Overall, they split between the word pairs for mundane and insightful (mean 51.3, median 50.0), late and timely (mean 50.4, median 50.0), inferior and superior (mean 50.4, median 50.0), and inconvenient and convenient (mean 49.8, median 50.0). They gave a mean rating closer to the expensive end of the scale, rather than the inexpensive end (mean 37.8, median 30.0). Although based on few cases for some groups, Bureau or Agency Directors and IT Directors/Managers/Coordinators gave among the lowest mean ratings, while District/Deputy/Assistant District Attorneys and Town Clerks/Village Administrators tended to give higher mean ratings. Also, State employees gave lower mean ratings than did the few who work for another type of organization. The diagram below shows overall mean ratings given to each word pair.



Q14. What specific changes would you like to see DET make to improve its value to your organization?

Customers' suggestions for changes that DET should make to improve its value to their organization focused on changing its culture to be more businesslike, competitive with private industry, committed to listening to the customer, use of consensus building communication, and concentrating on quality of services rather than breadth of offerings. In short, customers want DET to perform more like a partner than a vendor. A detailed review of the comments is recommended.

- 1. BRING GIS FUNCTIONS IN AS PART OF MAIN STREAM IT; GIS IS NOT AN ADD ON BUSINESS FUNCTION ANYMORE. 2. ASSURE THAT IT SYSTEMS FUNCTION AT A HIGH LEVEL STATEWIDE. 3. FOLLOW THROUGH ON PROMISES. I HAVE BEEN IMPRESSED BY THE RESPONSIVENESS IN DET, THE EARLY SAVINGS REPRESENTED BY THE CONVERGED BADGNET CONTRACT, AND THE COMMITMENT TO CUSTOMER SERVICE. IF YOU CAN CONTINUE TO PROVIDE WHAT YOU'VE PROMISED, THEN YOU'LL BEAT THE SERVICE THAT WAS PROVIDED WITHIN THE AGENCY... HANDS DOWN. YOU'LL ALSO CONVINCE MANY SKEPTICS.
- ACT MORE LIKE A SERVICE PROVIDER WHO WANTS TO MEET BUSINESS NEEDS--NOT DICTATE THEM.
- ADD STAFF, PROVIDE QUICKER RESPONSE, BETTER PRICE, AND ALIGN WITH OUR BUSINESS NEEDS.
- AGENCY INPUT FOR SERVICES.
- ALLOW PEOPLE WHO ACTUALLY DO THE WORK TO MAKE THE ESTIMATES--STOP DICTATING.
- AN UNDERSTANDING THAT IT IS NOT GENERIC. IT CAN BE, AND IS, USED DIFFERENTLY IN EACH AGENCY. EACH AGENCY NEEDS A MORE CUSTOMIZED APPROACH.
- ASK WHAT WE NEED, RATHER THAN TELLING US WHAT WE WILL BE FORCED TO DO.
- BASE ITSELF ON THE AGENCY AS THE CUSTOMER, NOT DET AS THE CUSTOMER.
- BE ABLE TO PROVIDE OR APPROVE SPECIAL NEEDS AND REQUESTS.
- BE HONEST ABOUT WHAT THEY CAN EXPECT TO DO WELL IN THE NEAR FUTURE, BE RESPECTFUL OF AGENCY'S NEED TO MAINTAIN OPERATIONS, DON'T TAKE OUR STAFF UNTIL YOU HAVE YOUR ACT TOGETHER AND CAN PROVIDE THE SERVICE.
- BE MORE COST COMPETITIVE.
- BE MORE RESPONSIVE TO DEPARTMENT NEEDS. TALK TO DEPARTMENTS BEFORE MAKING BUSINESS DECISIONS FOR THEM.
- BE MORE RESPONSIVE. DON'T BE THE ONLY OPTION. DET SHOULD BID AGAINST PRIVATE FIRMS. IF DET DOES NOT HAVE THE BEST PRODUCT, DON'T OFFER IT.
- BE MORE TIMELY IN DEALING WITH OUR NEEDS. WORK WITH US ON EXISTING NEEDS INSTEAD OF FORCING US IN A DIRECTION WE DON'T NEED OR WANT.
- BE TRULY SERVICE-ORIENTED, NOT DICTATORIAL.
- BETTER EXPLANATION OF COSTS FOR SERVICES SUPPLIED BY DET.
- BUILD TRUST, PERFORM TIMELY, NO MISTAKES IN MAILINGS TO PUBLIC, AND MEET AGREED UPON TIMELINES.
- CHANGE ITS CULTURE, BECOME MORE BUSINESS AND SERVICE ORIENTED, IMPROVE THE INTERNAL RELATIONSHIPS AND PROCESSES WITHIN DET. PRIORITIZE ITS PROJECTS AND PROVIDE ADEQUATE AND APPROPRIATE RESOURCES TO THE HIGHER PRIORITY PROJECTS, COMPLETE SIS AND THE E-MAIL MIGRATION, DET SENIOR LEADERSHIP NEEDS TO BE MORE VISIBLE IN THE AGENCIES AND INTERACT MORE REGULARLY AND IN PERSON WITH AGENCY BUSINESS AND IT SENIOR MANAGEMENT.
- COMMUNICATE BETTER AND TIMELIER. LOWER THE RATES FOR THE FORCED SIS CONSOLIDATION.
- COMMUNICATION OF SERVICES.
- COMMUNICATION OF STRATEGIC GOALS AND THE SPECIFIC PROJECTS BEING IMPLEMENTED TO GAIN THEM COULD BE BETTER. AGAIN, BETTER STAFFING, NOT NECESSARILY MORE, TO ADDRESS OUR ISSUES ACCURATELY AND IN A MORE TIMELY MANNER.
- CONCENTRATE ON BASIC SERVICES AND REDUCING COST FOR THOSE RATHER THAN EXPANSION OF QUESTIONABLE NEW IDEAS WITH LIMITED VALUE. STOP LOADING THE COST POOLS WITH OVERHEAD FOR DET TO TAKE CREDIT FOR OR ASSESS BACK TO AGENCIES CLAIMING AN UNREALIZED OR ALREADY CUT SAVINGS.

- CONSIDER SMALL AGENCIES NEEDS/ BE FLEXIBLE.
- CONTINUE PRESSING FOR NOT ONLY STATE NEEDS, BUT LOCAL GOV NEEDS AS WELL. LONG TERM PLAN FOR ENHANCING THE ENTIRE STATE OF W/BROADBAND NETWORK. BADGERNETZ IS ONLY A START. MORE EFFICIENT/SECURE SHARING OF EXISTING STATE NETWORKS FOR LOCAL GOVT.
- CORRECT PROPERTY TAX DATA.WI.GOV.
- DECISION MAKING, INVOLVE AGENCIES MORE.
- DECISIONS MADE ON TECHNOLOGY REQUIREMENTS NOT POLITICAL DESIRES.
- DEMONSTRATE EQUAL OR BETTER SERVICE AT EQUAL OR LESS COST.
- DET CAN IMPROVE ITS VALUE BY EXCLUDING OUR ORGANIZATION FROM THE SCOPE OF SOME OF ITS PROJECTS.
- DISCARD CITRIX AS A PC/DESKTOP ALTERNATIVE.
- DO FEWER PROJECTS AND DO THEM WELL; UPGRADE STATE (EMPLOYEE) DEVELOPERS' SKILLS.
- DO REAL CBA FOR EACH SERVICE FOR EACH AGENCY AND LET AGENCY DECIDE--DON'T GRAM!
- DOCUMENT AND PUBLISH POLICIES AND PROCEDURES THAT AFFECT US. ESTABLISH A GOVERNANCE STRUCTURE THAT INCLUDES US.
- DON'T FOCUS ON HOW MANY SERVERS THERE ARE IN STATE GOVERNMENT. FOCUS ON THE CREATION OF ENTERPRISE SERVICES THAT THE AGENCIES CAN PLUG INTO AND USE TO GENERATE SAVINGS WITHIN THEIR OPERATING BUDGETS WITHIN THEIR OWN AGENCY.
- DON'T MAKE DECISIONS IN A VACUUM.
- DON'T TAKE AWAY MUCH-NEEDED STAFF FROM AGENCIES.
- EXPAND USER BASE TO DANE AND MILWAUKEE COUNTY, ADD LINKS TO CORRECTIONS AND LAW ENFORCEMENT.
- FINISH SOME PROJECTS, PLAN AND COMPLETE SPECIFIC SERVICES BEFORE STARTING OTHERS.
- GAIN BETTER UNDERSTANDING OF AGENCY OPERATIONS & BUDGETS IE: SMALL AGENCIES HAVE VERY LITTLE FLEXIBILITY IN SOME AREAS.
- HAVE REPRESENTATION OF ALL AGENCIES ON DECISION-MAKING COMMITTEES. EMPLOY LESS CONTRACTORS, BE ACCOUNTABLE, OFFER BETTER SERVICE.
- I GAVE YOU MY SUGGESTIONS FOR IMPROVING OUR RELATIONSHIP, AND THUS THE VALUE, IN AN EARLIER QUESTION.
- IF THEY CAN'T BEAT AGENCY OR PRIVATE SECTOR PRICES AND SERVICE LEVELS THEY SHOULD GET OUT OF THE WAY AND LET THEM DO IT. THEIR "SAVINGS" ARE NOT REAL.
- IMPROVE EASE OF USE AND DROP COSTS DRAMATICALLY.
- IMPROVED COMMUNICATION AND NOTIFICATION OF CHANGES TO SYSTEM.
- INCREASE CUSTOMER SERVICE, TIMELINESS, AND ACCURATE SHARING OF PERTINENT INFORMATION.
- INTRODUCTION ON SERVICES PROVIDED.
- KEEP OUR TEAM TOGETHER.
- LEARN WHAT MY ORGANIZATION DOES.
- LEGALLY ACCEPTABLE FOR BUSINESS NEEDS OF AGENCY.
- LESS DICTATOR AND MORE PARTNER.
- LISTEN TO THE AGENCIES IN TERMS OF WHAT THE REAL NEEDS ARE, WHAT THE AGENCIES TECHNICAL ISSUES ARE & THEN AGREE TO WORK WITH THE AGENCIES TO ADDRESS THESE NEEDS.
- LISTEN TO WHAT ORGANIZATIONS HAVE TO SAY--WHAT THEY ARE ALREADY DOING WELL.
- LOWER COST AND IMPROVE SERVICE VIA CONTINUED CONSOLIDATION/CENTRALIZATION. CONSIDER OUTSOURCING SOME SERVICES THAT ARE NOT CORE COMPETENCIES (I.E. PC SUPPORT, MF HOSTING, MAINTENANCE).
- LOWER RATES.
- MAKE VALID ESTIMATES OF SAVINGS, TIME, EFFORT; REALIZE THE BURDEN OTHER ORGANIZATIONS BEAR WHEN YOU ARE WRONG OR YOU DICTATE WHAT WILL HAPPEN...
- MORE AVAILABLE AND FORTHCOMING WITH INFORMATION..
- MORE COST EFFECTIVE, MORE COMPETITIVELY PRICED.
- MORE REASONABLY PRICED, MORE FOCUSED ON MEETING OUR BUSINESS NEEDS, MORE ACCOMMODATING OF OUR PROCESSES.
- MORE STAFF TO HANDLE ISSUES/ ATTENTION TO OUR MISSION.
- MORE TIMELY.
- MUST BE ECONOMICAL COMPARED WITH SERVICES OFFERED BY PRIVATE INDUSTRY. MUST PROVIDE FLEXIBILITY TO MEET SPECIFIC REQUIREMENTS WITHOUT HAVING TO COMPROMISE. FEEDBACK FROM CUSTOMERS MUST BE CONSIDERED AND INTEGRATED WHERE FEASIBLE -

- NOT JUST DISCOUNTED AS BEING A MINORITY OPINION. CONSIDERATION MUST BE GIVEN TO AGENCIES THAT PERFORM TASKS OUTSIDE THE IMAGE OF TYPICAL STATE EMPLOYEES - SPECIALTY SOFTWARE, HARDWARE OR OTHER NEEDS THAT ARE RESTRICTED BY STANDARDS.
- NEEDS TO BECOME MORE INTEGRATED WITH THE REST OF DOA.
- NO OTHER IDEAS.
- NONE--WE ARE ELATED TO BE PART OF DA-IT.
- NONE
- NONE
- NONE
- NONE
- NONE AT THE PRESENT.
- NONE AT THIS TIME.
- NONE NEEDED.
- NONE. CURRENT SERVICE IS EXCELLENT.
- OFFER SERVICES AT OR BELOW MARKET PRICES. OFFER A FEWER NUMBER OF HIGH QUALITY SERVERS. DONT TRY TO BE THE ONLY SOLUTION FOR EVERYTHING.
- OVERHAUL THE ENTIRE OPERATION.
- PROVIDE LAPTOPS, IMPLEMENT PROTECT.
- PROVIDE MORE LEADERSHIP AND LESS CONTROL.
- PROVIDE SUPPORT. NOT DICTATE DIRECTION.
- PROVIDE THE CONTRACTED HARDWARE UPDATES. MORE CUSTOMER SERVICE FRIENDLY, UNDERSTANDING NOT EVERYONE WORKS WITH COMPUTERS ON A DAILY BASIS, THEREFORE SPEAK IN TERMS AN ORDINARY PERSON CAN UNDERSTAND. DONT TALK DOWN TO CUSTOMERS, AND BE MORE PROMPT.
- PROVIDE THE SERVICE LEVELS THAT WE NEED RATHER THAN WHAT THEY WANT TO OFFER. PROVIDE LEADERSHIP IN THE COLLABORATIVE IDENTIFICATION OF STANDARDS AND TECHNICAL SOLUTIONS, THEN STICK WITH THEM AND MAXIMIZE OUR RETURN ON THE INVESTMENTS. PICK INDUSTRY STANDARDS RATHER THAN SOLUTIONS THAT MEET MATT'S FANCY, I.E. OCS.
- PUT A COUNTER ON THE TOWN'S WEBPAGE.
- RATE DRIVEN IT COSTS NEED TO ACTUALLY DROP. WE HAVEN'T SEEN ANY REDUCTION IN COSTS AS A RESULT OF ALL THE STANDARDIZATION AND CENTRALIZATION. IN FACT, IT RAISES SERIOUS CONCERNS ABOUT OUR ABILITY TO RECOVER FROM A DISASTER.
- RELY LESS ON CONSULTANTS WHO ARE UNFAMILIAR WITH SPECIFIC AGENCY NEEDS. STOP THE "ONE-SIZE-FITS-ALL".
- RELY ON DATA NOT ASSUMPTIONS BY CONSULTANTS--ASK US WHAT WE THINK AND THEN DO IT--WE WORK IN STATE GOVERNMENT.
- RESPONSIVENESS MUST BECOME MORE TIMELY AND ACTUALLY RESOLVE ISSUES. CONTINUE TO CHANGE CULTURE FROM CONTROLLER TO EFFECTIVE SERVICE PROVIDER. PROVIDE SERVICES AT VERY REASONABLE COST.
- SAME ANSWER AS BEFORE
- SAME AS LIST I WROTE IN ANSWER TO EARLIER QUESTION.
- SAME COMMENTS AS BEFORE.
- SEE ANSWER TO QUESTION 10.
- SEE NUMBER 11--BE MORE FLEXIBLE--RECOGNIZE UNIQUE CHARACTERISTICS OF AGENCIES--ADMIT IF YOU DONT HAVE ANSWERS OR IF YOUR SERVICES ARE MORE COSTLY OR OF POORER QUALITY.
- SEE PRIOR COMMENTS.
- SERVICES MUST NOT INCREASE AGENCY COSTS, SERVICES MUST BE RELIABLE AND ON TIME AS PROMISED, STAFF MUST UNDERSTAND AGENCIES' MISSIONS AND GOALS AND HELP US ACHIEVE THEM, NOT JUST SEE US AS AN AVENUE TO ACHIEVING DET GOALS.
- SERVICES SHOULD BE NON-MANDATORY.
- SET PRIORITIES ACCORDING TO NEEDS OF BUSINESS AND FOCUS ON THEM; SET REALISTIC TIMELINES; RECOGNIZE THAT TECHNOLOGY IS THERE TO HELP BUSINESS MEET THEIR NEEDS; FOCUS LESS ON BACKOFFICE STUFF AND MORE ON HOW TO HELP AGENCIES AND CITIZENS.
- SHARE INFORMATION WITHIN DET AND ASK USERS, SUCH AS OUR AGENCY, BEFORE IMPLEMENTING CHANGES, I.E. CITRIX.
- SIMPLE CHARGE METHOD THAT IS FAIR TO AGENCIES.
- SLOW DOWN--TAKE A PIECE AT A TIME.
- STOP FORCING CHANGE AND ACTUALLY PRIORITIZE. DET SHOULD MAKE EVERY EFFORT TO UNDERSTAND OUR BUSINESS AND KNOW WHO THEIR

- CUSTOMERS TRULY ARE.
- STOP OVERCHARGING.
- THE MORE I TRY TO COMPLETE THIS SURVEY THE MORE I REALIZE THAT THIS SURVEY IS FAR TOO EARLY. OUR DIVISION HAS JUST BEGUN INTERACTING WITH DET AND A SURVEY LIKE THIS SHOULD BE DONE AT SOME POINT DOWN THE ROAD. IT REINFORCES THAT COMMUNICATION NEEDS TO BE ENHANCED.
- THEY NEED TO BE MORE CUSTOMER FOCUSED.
- TRANSPARENCY, IMPROVED PLANNING -- WE KNOW THE END GOAL, BUT THE PATH TO REACH THAT GOAL IS UNCLEAR. LACK OF DETAIL. NEED TO LISTEN TO THE AGENCIES AND UNDERSTAND THEIR NEED TO CONDUCT BUSINESS.
- TRUST AGENCIES, UNDERSTAND AGENCIES SERVE CITIZENS--DET SERVES AGENCIES.
- UNDERSTAND CUSTOMER PERSPECTIVE; RESPOND TO CUSTOMER NEEDS.
- UNKNOWN
- UNSURE
- UNSURE
- USE MORE NEW TECHNOLOGIES, DEVELOP TOOLS THAT ARE COST EFFECTIVE FOR STATE AGENCIES.
- WE NEED CLEARER INFORMATION MORE QUICKLY. COST INFORMATION NEEDS TO BE SYNCHRONIZED WITH STATE BUDGET TIMELINE.
- WEAR THE AGENCY'S SHOES. PUT YOURSELF IN THE PERSPECTIVE OF THE AGENCY AND THE IMPACT OF WHAT DET IS DOING, WHAT IT CHARGES, WHAT IMPACT IT IS HAVING ON THE DELIVERY OF THE SERVICES EACH AGENCY MUST DO TO THOSE THEY SERVE.

Q15. Words or phrases that best describe the processes and attributes of DET are:

Nearly three-fourths of the words and phrases that customers used to describe the processes and attributes of DET were negative. A detailed review of the comments is recommended.

First Mention	Second Mention	Third Mention
<ul style="list-style-type: none"> A SUPER TANKER AT SEA THAT TAKES 10 MILES TO TURN/REACT 	<ul style="list-style-type: none"> DISJOINTED AS AN AGENCY IN TERMS OF SUPPORT 	<ul style="list-style-type: none"> TALKS THE TALK, DOESNT WALK THE WALK
<ul style="list-style-type: none"> ARBITRARY ARROGANT ARROGANT 	<ul style="list-style-type: none"> NOT CLEARLY DEFINED OVERLY RELIANT ON CONSULTANTS PROMISES 	<ul style="list-style-type: none"> INCONSISTENT
<ul style="list-style-type: none"> ARROGANT BULLY BARRIERS BOTH GREAT AND TERRIBLE SERVICE. BULLY BUREAUCRATIC BUREAUCRATIC BUREAUCRATIC BUREAUCRATIC BUREAUCRATIC BUREAUCRATIC 	<ul style="list-style-type: none"> UNNECESSARY STEPS BOTH VERY ACCURATE AND COMPLETELY INACCURATE POWER HUNGRY CONTROLLING COMPLICATED COMPLICATED INCOMPATIBLE ORGANIZATION IS CONFUSING 	<ul style="list-style-type: none"> OVERLORDS WHO COULD CARE LESS EXTREMELY RESPONSIVE IN AN EMERGENCY AND NOT IF IT'S NOT SELF SERVING UNSATISFACTORY OUT-DATED UNCLEAR--CHANGING DAILY/ HOURLY SCARY PRIORITIES ARE UNCLEAR, MAY HAVE TOO MANY PROJECTS DONE WITHOUT CONSIDERATION OF THE SPECIALTY USER UNORGANIZED QUALITY IMPROVEMENT. INFLEXIBLE
<ul style="list-style-type: none"> BUREAUCRATIC BUREAUCRATIC BUSINESS ORIENTED. BY THE BOOK CAREFUL CHAOTIC ENVIRONMENT COMPETENT COMPLETE COMPLEX COMPLEX COMPLICATED CONFUSING AT TIMES CONTROLLING 	<ul style="list-style-type: none"> PERFORMED IN ISOLATION TOO DIVERSE SYSTEMS IMPROVEMENT. NARROW VISION IMPROVING COMPETING RESOURCES SATISFACTORY DIFFICULT TO MANEUVER SLOW TOP HEAVY LACK OF INTERNAL COMMUNICATION UNRESPONSIVE 	<ul style="list-style-type: none"> NO ACCOUNTABILITY SIMPLE FOR NON-TECHNICAL USERS N/A CONFUSING INCOMPETENT

First Mention	Second Mention	Third Mention
• KNOWLEDGEABLE	• TIMELY	• REACHED BY PHONE
• KNOWLEDGEABLE	• VALUABLE	• WITHOUT ACCOUNTABILITY
• LAX	• INCONSISTENT	• SECRETIVE
• LENGTHY	• DIFFICULT	• RESPONSIVE IN A REACTIONARY WAY
• LIMITED PROCESSES	• USUALLY WORKING FROM BEHIND/NOT ABLE TO STAY AHEAD OF THE DEMANDS	• SLOW
• MONOLITHIC	• OVERBEARING	• ALIGN WITH OUR BUSINESS NEEDS
• MORE STAFF, QUICKER RESPONSE	• BETTER PRICE	•
• NON EXISTENT (YOU DON'T HAVE DEFINABLE PROCESSES WE CAN UNDERSTAND)	• DEVELOPING (EVERYTHING IS IN A DEVELOPING STATE, BUT WE CAN'T WAIT MUCH LONGER)	• ARBITRARY (WE ARE OFTEN HELD TO A STANDARD THAT YOU CAN'T DEFINE OR MEET YOURSELF)
• NONE	• BULLING/ BOORISH AND ARROGANT	• BUREAUCRATIC
• NOT ACCOUNTABLE FOR PROMISES	•	•
• NOT SURE	• NOT TRUSTED	• COSTLY
• NOT TIMELY	•	•
• OKAY	• SLOW	•
• ONE SIZE FITS ALL	• STANDARDIZED	•
• ORGANIZED	•	•
• OVERLAPPING	•	•
• OVERLY POLITICAL	• BUREAUCRATIC	• POLITICAL
• POLITICAL	• SECRETIVE	• INCONSISTENT
• PROCESS BOUND	• PROCESS DRIVEN BY POLITICS NOT CUSTOMER NEEDS	• PROCESSES TEND TO TAKE THE APPROACH OF "YOU'RE REQUIRED TO USE US, SO DEAL WITH IT"
• PROCESSES ARE OFTEN DEVELOPED TO MEET DET INTERNAL NEEDS AND NOT TRULY SERVICE FRIENDLY	•	•
• REACTIVE	• BUREAUCRATIC	• PATERNALISTIC
• RED TAPE	•	•
• RESPONSIVE	• HIGH SKILLS AND EXPERTISE	• PROBLEM SOLVERS
• RIGGED	• SHAM	• WILDLY OPTIMISTIC
• SLOW	• BUREAUCRATIC	• LACK INNOVATION
• SOME OF THESE QUESTIONS ARE REALLY IMPOSSIBLE TO ANSWER.	•	•
• SOMETIMES ARCHAIC	•	•
• SPOTTY	• OVERBEARING	• COSTLY
• TEDIOUS	•	•
• THEY ARE THERE	• BUREAUCRATIC	• INFLEXIBLE
• TIME-CONSUMING	• FRUSTRATION	• STILL NOT RESPONSIVE TO OUR NEEDS
• TRYING	• PROMISING	• HIGH STANDARDS
• UNCERTAIN	• UNDEPENDABLE	• CONSTANTLY IN FLUX - CUSTOMERS UNSURE WHAT IS IN EFFECT
• UNCOORDINATED	•	•

First Mention	Second Mention	Third Mention
• UNDEFINED - NEED DETAILED PLANS	• AUTOCRATIC	• SECRETIVE
• UNFATHOMABLE		
• UNREALISTIC	• LATE	• NON-IT DRIVEN
• UNREALISTIC	• TOTALITARIAN	• UNMANAGEABLE
• UNYIELDING		
• USEFUL		
• USER FRIENDLY		
• USER FRIENDLY		
• USER/CUSTOMER-FRIENDLY	• PROFESSIONAL	• CONSCIENTIOUS
• VERY BUREAUCRATIC	• COMPLICATED	• SLOW
• WELL INTENTIONAL	• LACK OF EXECUTION	• CUDDLY
• WHO DRAFTED THIS SURVEY?	• FLUFFY	

Chart 9: Ratings of Word Pairs That Describe Processes and Attributes of DET

