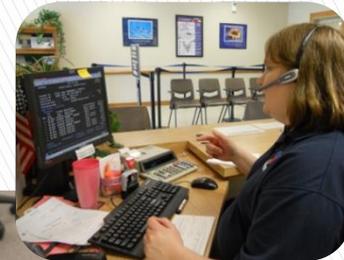
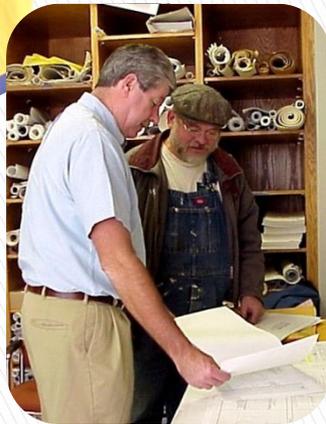


Improve Customer Service



Called to S-E-R-V-E Spirit



Project Start: 10/4/10
Project Revision: 4
Project Champion: Susan Guthrie
Green Belt: Kristi Boyett

Define Phase



Project Charter

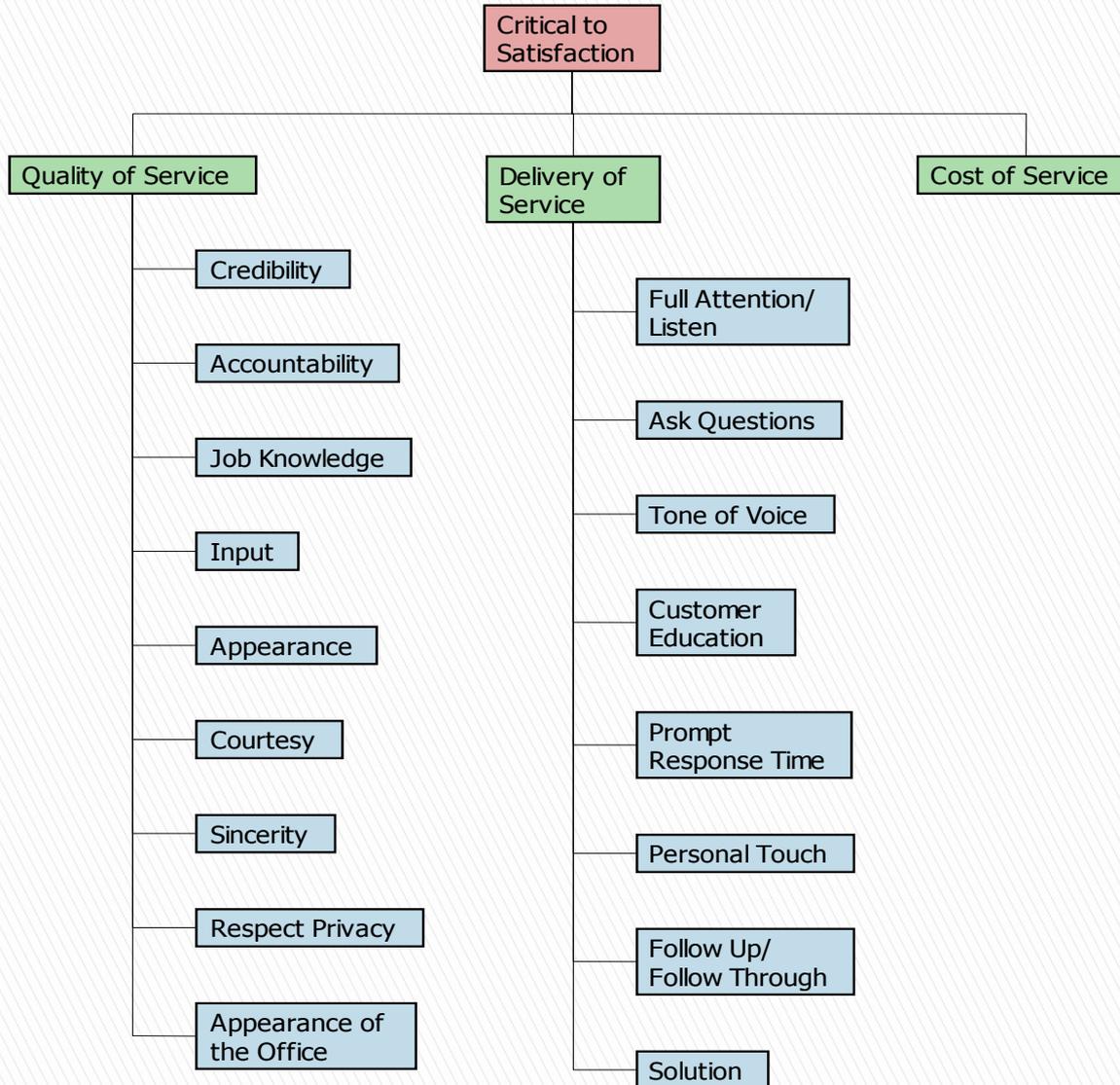
Project Authorization

Organization:	Champion:	Process Owner:
City U	Susan Guthrie	
Project:	Project #:	
Improve City Customer Service		
Problem Statement:		
There is a lack of standardization for City of Tyler customer service, both internal and external.		
Project Objective:		
To develop and enhance City of Tyler customer service.		
Estimated Defect Level:	Initial Goal:	Estimated Benefits:
Approval Date:	Champion Signature:	Process Owner Signature:
Estimated Completion Date:	Project Leader:	Financial Analyst:
	Kristi Boyett	

Project Team

Name	Role	Comments	Phone
Kristi Boyett	Project Leader		
Susan Guthrie	Champion		
Guillermo Garcia	Master Black Belt		

Define Phase



Define Phase

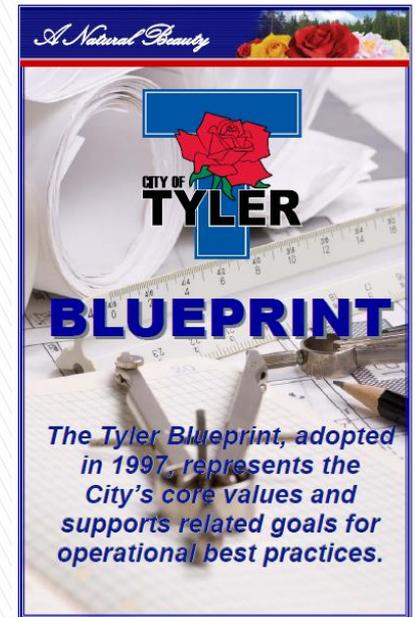


Core Value:

Highest premium is placed on responsiveness to citizens' needs.

Mission Statement:

The City of Tyler is strongly committed to exceeding customer expectations by providing our services in an efficient, timely and courteous manner.



Define Phase



Southwest Airlines	City of Tyler
U4P	City U
Kick Tail A Grams, LUV Reports, Winning Spirit Award	Blueprint Bravo
President's Award	Blueprint Blue Ribbon Award
Onboarding	New Employee Orientation
Manager In Training	Leadership Academy
Share the Spirit Events	Called to SERVE Events
	Lean Sigma

Measure Phase



Existing Surveys From Other Cities

Circle the service provider:

Office of the Secretary Department of Pesticide Regulation
 Air Resources Board Department of Toxic Substances Control Environmental Health Hazard Assessment
 Regional Water Quality Control Boards: R1 R2 R3 R4 R5 R6 R7 R8 R9 State Water Resources Control Board

Subunit (Optional): _____ Date Submitted: _____

What was the nature of your contact with us? (Please check only one box)

General Information Problem Resolution Technical Assistance
 Permitting/Licensing Assistance Other: _____

Check (✓) As Appropriate					
Statements	Strongly Agree	Agree	Disagree	Strongly Disagree	No Comment
Staff was courteous and helpful.					
Staff provided complete, accurate information to you.					
A timely response was provided.					
My overall experience was positive.					

Please complete the section below if your contact with us involved permit applications.

The regulations were understandable.	
The application instructions were understandable.	
The permit/license/registration terms and conditions were understandable.	

City of Lockhart Animal Services

Customer Service Survey: Field Services

Thank you for calling the Lockhart Animal Control Division for assistance with your animal-related problem. Please take a moment to comment on your request for service. You will help us serve you better during any future requests for service.

- What number did you call to request assistance?
 Lockhart Police Department, 398-4401 Lockhart Animal Services, 398-4401
- Was the person who took your telephone call courteous and helpful when you called?
 yes no If no, what happened? _____
- How long did it take for an officer to respond to your call?
 0-2 hours 2-4 hours 4-6 hours more than 6 hours
- Were you satisfied with the response time? yes no
- Was the responding officer courteous and helpful to you?
- Did the responding officer answer all of your questions?

City of Wichita

Environmental Services Department
 1900 E. 9th St.
 Wichita, KS 67214

Customer Service Survey

The City of Wichita Department of Environmental Services is committed to maintaining the highest levels of service and values your feedback. Please take a moment to complete this Customer Service Survey. We look forward to hearing from you.

The employee was helpful and willing to assist you.

Strongly Agree Agree
 Disagree Strongly Disagree

Where was the employee who assisted you located?

Environmental Services main office – 1900 E. 9th, ph 268-8351
 W.A.T.E.R Center – 101 E. Pawnee, ph 337-9263
 Animal Services – 3303 N. Hillside, ph 268-8378
 Field
 Don't know

The employee was courteous, professional and greeted you by stating his/her name.

Strongly Agree Agree
 Disagree Strongly Disagree
 Name (optional) _____

Where were you when you received assistance from an Environmental Services employee?

On the phone
 At the counter
 In the field

Measure Phase



Existing City of Tyler Surveys

 Tyler Police Department 711 W. Ferguson Tyler, Texas 75702 903-531-1090 

Survey

At the Tyler Police Department, it is our goal to better serve our city. In doing so we have developed this survey to understand our citizens' needs and improve our service quality. We would appreciate your feedback so that we can fulfill our goal in serving our community at a higher standard.

Is this your first experience with the Tyler Police Department?
 Yes ___ No ___

How helpful was the individual at the window addressing your needs?
 Not Helpful At All ___ Helpful ___ Somewhat Helpful ___ Very Helpful ___

Were you waited on in a timely manner?
 Yes ___ No ___

Please rate your overall experience?
 Not Satisfied ___ Satisfied ___ Very Satisfied ___

Please list any recommendations that you think would be beneficial to the Tyler Police Department in helping us better serve you: _____

All material will be kept confidential. Thank you for your feedback.

helpdesk Survey Page 1 of 1

INFORMATION TECHNOLOGY SERVICES

Satisfaction Survey

Thank you for taking the time to help us improve our service.

This survey is for your request titled: "**setup legaldesk label printer**" opened on 10/29/2010 and serviced by Russell Rockett.

Phone support was responsive and helpful
 Disagree Strongly Agree

Technician resolved issue in a timely manner
 Disagree Strongly Agree

Technician was knowledgeable
 Disagree Strongly Agree

Technician was courteous
 Disagree Strongly Agree

Overall
 Poor Excellent

Comments (Limit 255 Letters) _____

 **Building Inspections and Permits Department**

Our goal is that every customer be satisfied with the service they receive from our department. Your candid feedback is vital in achieving this goal. We would like to know about the areas you were pleased with, areas we could improve in, and **any ideas you have about improving the way we do business.** You may deposit this card in the box outside the Inspection Department door. Our sincere thanks for taking the time to respond.

Is this your first project with Tyler? Yes No

How would you rate us on courteous service?

Front Office Process	Excellent	Very Good	Good	Fair	Poor
Plan Review Process	Excellent	Very Good	Good	Fair	Poor
Inspection Process	Excellent	Very Good	Good	Fair	Poor

Were our services performed in a timely manner? Yes No
(over)

Measure Phase



Develop Standard City of Tyler Survey



City of Tyler Customer Service Survey

Created: December 13 2010, 1:30 PM
Last Modified: December 13 2010, 1:42 PM
Design Theme: Basic Blue
Language: English
Button Options: Labels
Disable Browser "Back" Button: False

City of Tyler Customer Service Survey

Page 1 - Question 1 - Choice - One Answer (Bullets)

If you were requesting service in person, did you have to ask for assistance?

- Yes
- No
- N/A

Page 1 - Question 2 - Choice - One Answer (Bullets)

The employee was able to help you or direct you to the correct person or department.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

Page 1 - Question 3 - Choice - One Answer (Bullets)

Your questions were addressed in a timely manner.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

Page 1 - Question 4 - Choice - One Answer (Bullets)

The employee was attentive, courteous, and willing to assist you.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

Page 1 - Question 5 - Choice - One Answer (Bullets)

The office personnel were presentable.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree



Customer Service Survey Postcard

Dear Tyler Resident,

The City of Tyler is strongly committed to exceeding customer expectations by providing our services in an efficient, timely and courteous manner.

You have recently been serviced by City of Tyler employees from the Solid Waste, Water, Library, GIS or Development Services departments. As part of our effort to exceed your expectations as a customer, we need your help to find out how we are doing! Please take a minute to access our online Customer Service Survey located at:

www.MyTylerSurvey.com

We would greatly appreciate your input. Thank you so much for your participation.

Sincerely,

Barbara Bass, Mayor
City of Tyler

**Computers can be used at the Tyler Public Library at no cost.*

Measure Phase



Survey Results: Received 23 responses from 900 postcards mailed.

1. If you were requesting service in person, did you have to ask for assistance?

Yes: 26 percent

No: 26 percent

N/A: 48 percent

2. The employee was able to help you or direct you to the correct person or department?

Agree: 96 percent

3. Your questions were addressed in a timely manner.

Agree: 91 percent

4. The employee was attentive, courteous and willing to assist you.

Agree: 91 percent

5. The office personnel were presentable.

Agree: 94 percent

6. The facilities were well-maintained.

Agree: 94 percent

7. The employee helped you come to a workable solution.

Agree: 90 percent

8. Overall, you were satisfied with the customer service you received.

Agree: 87 percent



Develop Curriculum

Possible Customer Service Classes:

- Phone Etiquette (using the phone, transfers, three rings, holds, follow up, call backs, messages)
- Email Etiquette (tone, style, spell check, proof read)
- Art of Active Listening and Understanding (Asking the right questions)
- Positive Attitudes, Positive Thinking
- Presenting a Professional Image
- How to Say It (tone, body language)
- Being Respectful
- Understanding Different Personalities
- Handling a Multi-Task Environment (acknowledgement, holds, follow up, call backs)
- Workplace Organization
- Customer Privacy
- Understanding Diversity/Multi Generations
- Dealing With Difficult People
- Conflict Resolution

Implement Phase



Five Modules with Objectives, Activities, Points and Self Tests

1. Called to SERVE
2. Share Your Expertise
3. Be A Pro
4. Follow-Through
5. The Personal Touch



Implement Phase



Called to S-E-R-V-E

Learning Objectives

- ✓ Participants will be able to discuss how customer service is part of the Blueprint philosophy.
- ✓ Participants will be able to identify the attributes of servant leadership and the Called to S-E-R-V-E Spirit.

Activity

Explain why you chose to work for the City and what Called to S-E-R-V-E means to you:



Points To Ponder

- ◆ While the Blueprint has been our long-term culture and conceptual framework, our motto really brings home the vision of serving a higher purpose and being here to serve others.
- ◆ The first Core Value of the Blueprint is "Highest premium placed on responsiveness to citizens' needs."
- ◆ The legacy you leave is making the lives of the people around you better.
- ◆ Leadership = Service and Service = Leadership.



Things To Remember

- Customer Service is part of the Blueprint Philosophy
- Servant Leadership
- Legacy

Implement Phase



Share Your Expertise

Learning Objectives

- ✓ Participants will be able to explain why being an expert at their job as well as being knowledgeable about general city information makes them more credible to the customer and in a better position to provide customer satisfaction.
- ✓ Participants will be able to identify why taking the time to educate the customer will have a big payoff.

Activity

Which employee would you rather talk to?



Customer: Why do I have to come down to the water office in person and show my ID when I can sign up for electric and cable over the phone? This is such a hassle!



Employee A: I'm sorry ma'am, those are the rules that we all have to follow.



Employee B: I'm sorry for the inconvenience. We are under guidelines to protect your identity against fraudulent activity.

Positive Language

Don't Say:

- I can't do that.
- That is not in the department budget.
- This is the way we have always done it.

Do Say:

- What I can do is offer you...
- Thank you for that idea. Don't forget it could incur additional costs such as additional people, vehicles and equipment.
- That is a new way of looking at it. Let me run that by my supervisor and get back with you.

- Job Knowledge Confidence
- Educating the Customer
- Positive Language and Positive Attitude

Implement Phase



Be A Pro

Learning Objectives

- ✓ Participants will be able to list the key attributes of professional behavior.
- ✓ Participants will be able to explain how ethical decision making plays a critical role in being a true professional.
- ✓ Participants will be able to identify how their appearance and the appearance of their office can have a dramatic effect on the customer's perspective of their credibility.

Activity

True professionals are:

Assertive yet Punctual yet

Individualistic yet Accurate yet

"Warm" yet



Points To Ponder

- ◆ People who are professional are unfailingly polite, courteous, honest, respectful and well-spoken, no matter what the situation.
- ◆ Being professional means you keep your cool and remain calm under any circumstances. No matter how upset a customer or coworker makes you, don't overreact; handle the situation rationally and don't take it personally.
- ◆ Know your boundaries and how you will handle a situation before another person oversteps them.
- ◆ Creating a professional image starts with cleanliness. This means clean, unwrinkled clothing and shoes in good condition. To start your day, you should bathe well, use a good deodorant and clean under your fingernails. Your hair should be clean and neatly styled. Men should be clean shaven or have neatly trimmed facial hair.



Things To Remember

- Professional Behavior
- Presenting a Professional Image
- Workplace Organization
- Conflict Resolution
- Ethics in the Workplace

Implement Phase



Follow-Through

Learning Objectives

- ✔ Participants will be able to recognize the importance of providing a prompt response while being accountable by following through and coming to a resolution.
- ✔ Participants will be able to recall how displaying a sense of urgency to customers affects their perception of the service provided.

Activity

Who is your customer:



Points To Ponder

- ♦ A sense of urgency is an inner desire to get a task completed in a quick and efficient manner. This inner drive is an impatience that motivates you to get going and to keep going. A sense of urgency feels very much like racing against yourself. When you work with a sense of urgency, it shows the customer that you respect their time.
- ♦ You are responsible for the customer's perception of the City. Branding includes our logo and colors but it is truly established with your interaction with each customer. Make this perception positive by acting on a request from the public and other departments as soon as possible, answering the phone within three rings, returning phone messages and emails within 24 hours, to name a few. If you don't have the answer yet, contact the customer to notify them of the status.
- ♦ Do what you say you will do. Follow through on the commitment you made to the customer.



Things To Remember

- **Sense of Urgency**
- **Phone Etiquette**
- **Handling a Multi-Task Environment**

Implement Phase



The Personal Touch

Learning Objectives

- ✓ Participants will be able to explain the impact interpersonal communication has on the way their customers perceive their experience.

Activity

List the non-verbal ways you can show a customer or co-worker that you are listening:



Points To Ponder

- ◆ Active listening is responding to the message that was delivered by the other person.
- ◆ Reflection is listening to the customer and summarizing what they said in your own words. This technique shows that you have been paying attention and it also helps clarify that you are understanding the correct meaning.
- ◆ Show your acknowledgement of the customer's feelings.
- ◆ Understand the customer's needs before proposing a solution.
- ◆ Remember that each generation and culture has a different perception and be sensitive to their communication style.



Things To Remember

- Art of Active Listening
- Asking the Right Questions
- Understanding Communication Styles of Different Cultures and Generations

Implement Phase



Completed Trainings:

Date	Department	Attendance
2/11/11	Communications	6
2/25/11	Key Leaders	9
3/14/11	IT/Legal/HR/Finance/City Manager's Office	12
3/16/11	Finance/IT/Legal	14
3/16/11	Water--Lake Palestine/Golden Road/Southside Plants	51
3/17/11	Water--Lake Palestine/Golden Road/Southside Plants	26
3/22/11	VES/Solid Waste Office/Code Enforcement	22
3/25/11	Water Serve Center	4
3/28/11	Airport/VES	13
3/29/11	Engineering/P&Z/Development Services/IT/Code Enforcement/Risk	22
4/6/11	Water Admin/GIS/Development Services	7
4/7/11	Transit	11
4/11/11	Water Admin/GIS	8
4/14/11	Water Admin/GIS/Solid Waste Office	73
4/15/11	Transit	7
4/18/11	Library/Traffic	19
4/19/11	Police	25
4/20/11	Library/Traffic	20
4/21/11	Streets	26
4/25/11	Police/Library	7
4/26/11	Police	20
4/27/11	Police	18
4/28/11	Parks/Police/Traffic	37
4/29/11	Parks/Traffic	15
5/2/11	Police	6
5/3/11	Court/Parks/Communications	10
5/3/11	Neighborhood Services/HR/Library	17
5/3/11	Fire	39
5/4/11	Solid Waste	57
5/5/11	Fire Admin	9
5/5/11	Police	35
5/10/11	Court/VES/Parks	12
5/13/11	Court	6
5/31/11	Fire	41
6/7/11	Fire	36
	TOTAL:	740

A total of 740 employees have been trained.

Control Phase



Savings

Estimated savings were based on cost avoidance of hiring an outside trainer at \$1,450 per class.

Current savings total \$49,486.





Continual Trainings

Quarterly Called to SERVE Training for New Employees.

Secret Shopper

Random calls will be made to ensure that outstanding customer service is being provided. Those who perform especially well will receive a Called To SERVE All-Star certificate and shirt.