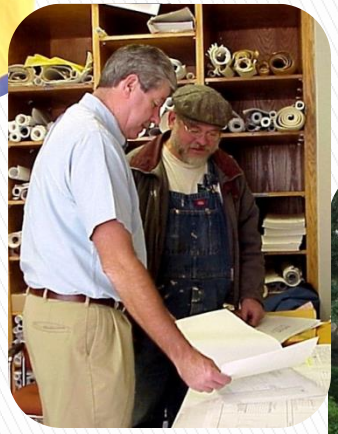
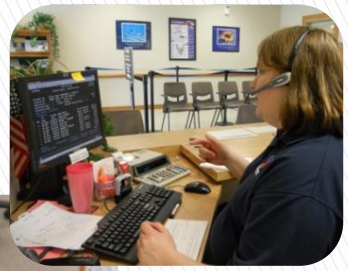
# Improve Customer Service

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





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

Lean Sigma TYLER

# 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: |
|---|---|---|
| | | |

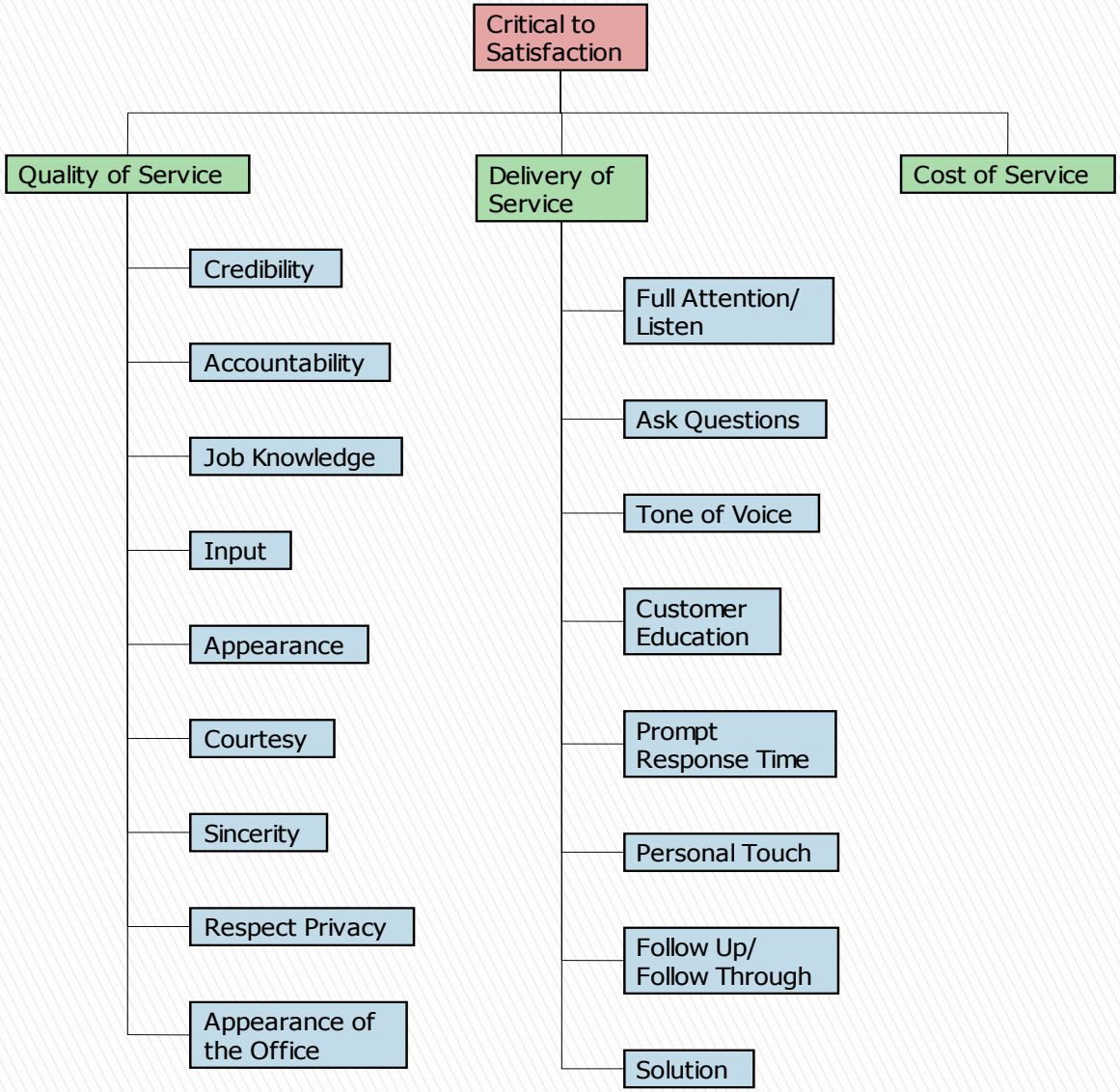
| Approval Date: | Champion Signature: | Process Owner Signature: |
|---|---|---|
| | | |

| 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 | | |

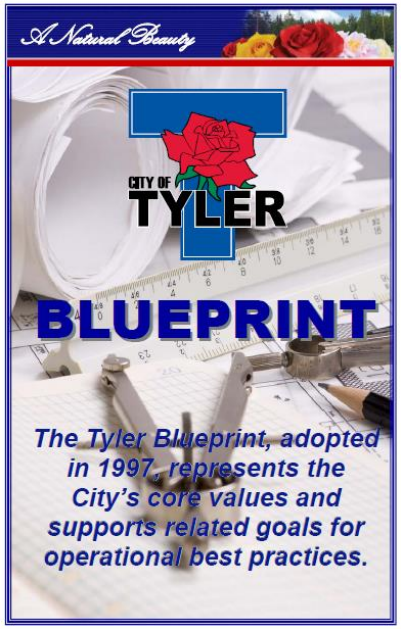
# Define Phase



# 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 |

# 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 peri** | | | | | |
| 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. Y
you better during any future requests for service.

1. What number did you call to request assistance?
   ☐ Lockhart Police Department, 398-4401 ☐ Lockhart Animal
2. Was the person who took your telephone call courteous and helpful whe
   ☐ yes ☐ no If no, what happened? _____
3. How long did it take for an officer to respond to your call?
   ☐ 0-2 hours ☐ 2-4 hours ☐ 4-6 hours ☐ more th
4. Were you satisfied with the response time? ☐ yes ☐
5. Was the responding officer courteous and helpful to you? ☐
6. 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

The employee was courteous, professional and greeted you by stating his/her name.
- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Name (optional) _____

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

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 bene
Department in helping us better serve you: _____

All material will be kept confidential. Thank you for you

Ielpdesk Survey Page 1 of

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)

SEND

CITY OF TYLER "ON A NEW HORIZON"

**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

zoomerang

### 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

# Implement Phase

## Develop Curriculum

**Possible Customer Service Classes:**

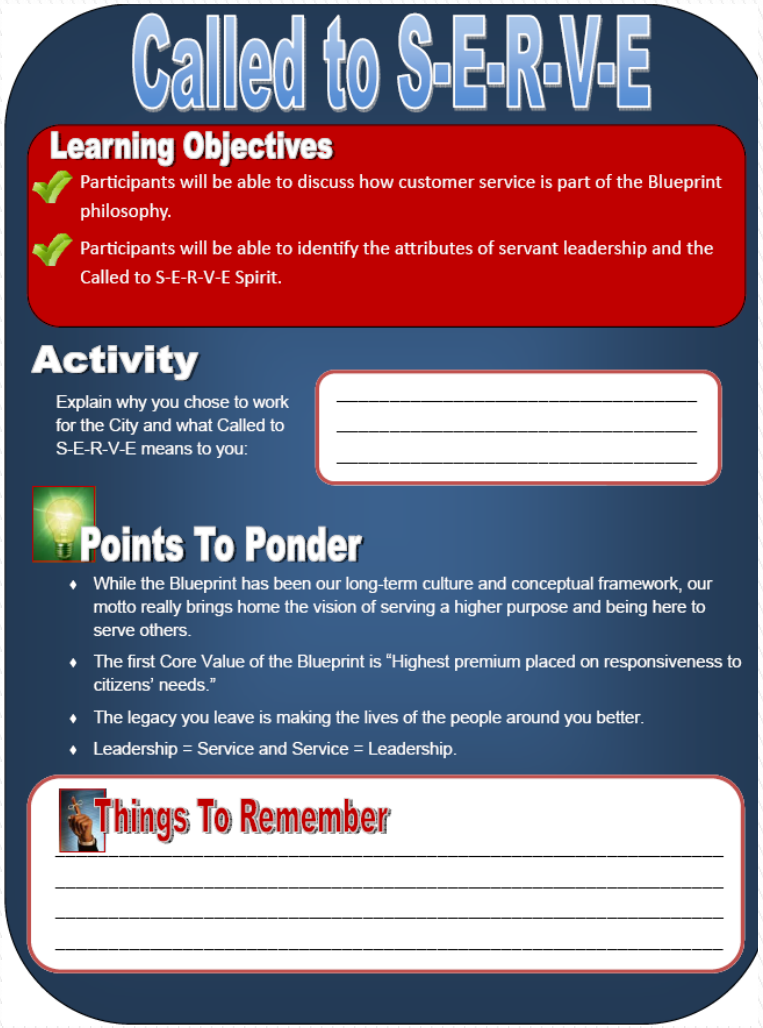
- Phone Etiquette (using the phone, transfers, three rings, holds, follow up, call backs, messages)
- Email Etiquette (tone, style, spell check, proof read)
- Art of Active Listening and Understanding (Asking the right questions)
- Positive Attitudes, Positive Thinking
- Presenting a Professional Image
- 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

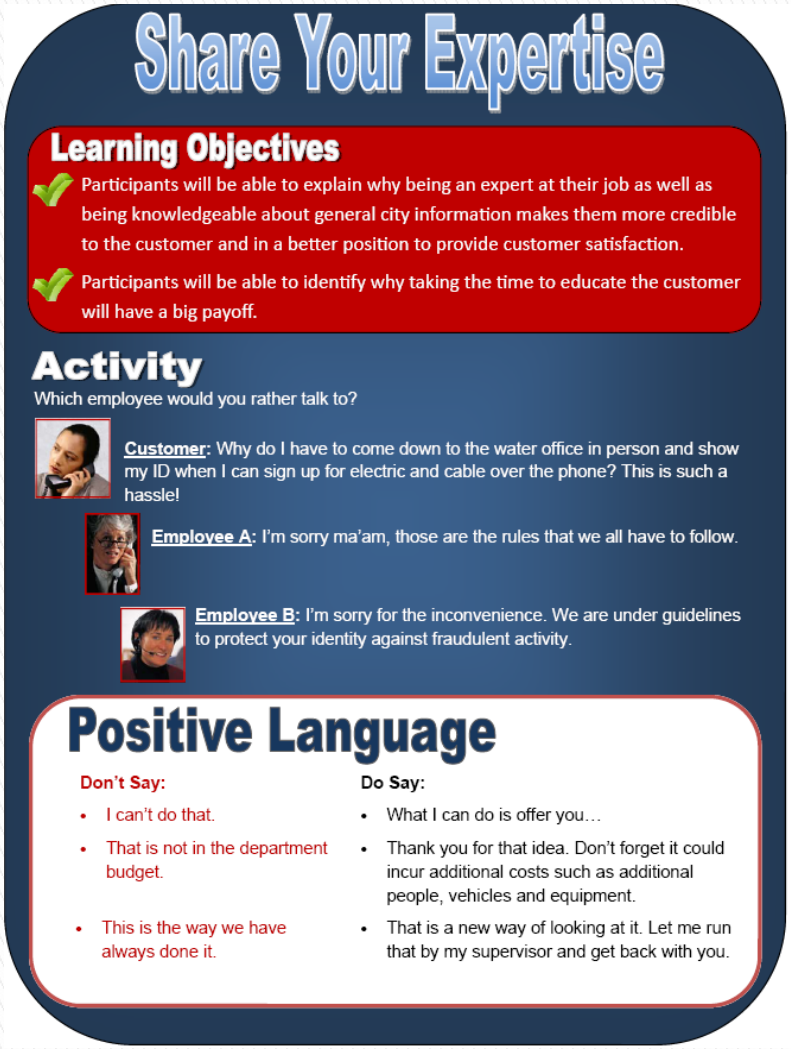
1. Called to SERVE
2. Share Your Expertise
3. Be A Pro
4. Follow-Through
5. The Personal Touch

# Implement Phase




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

# Implement Phase

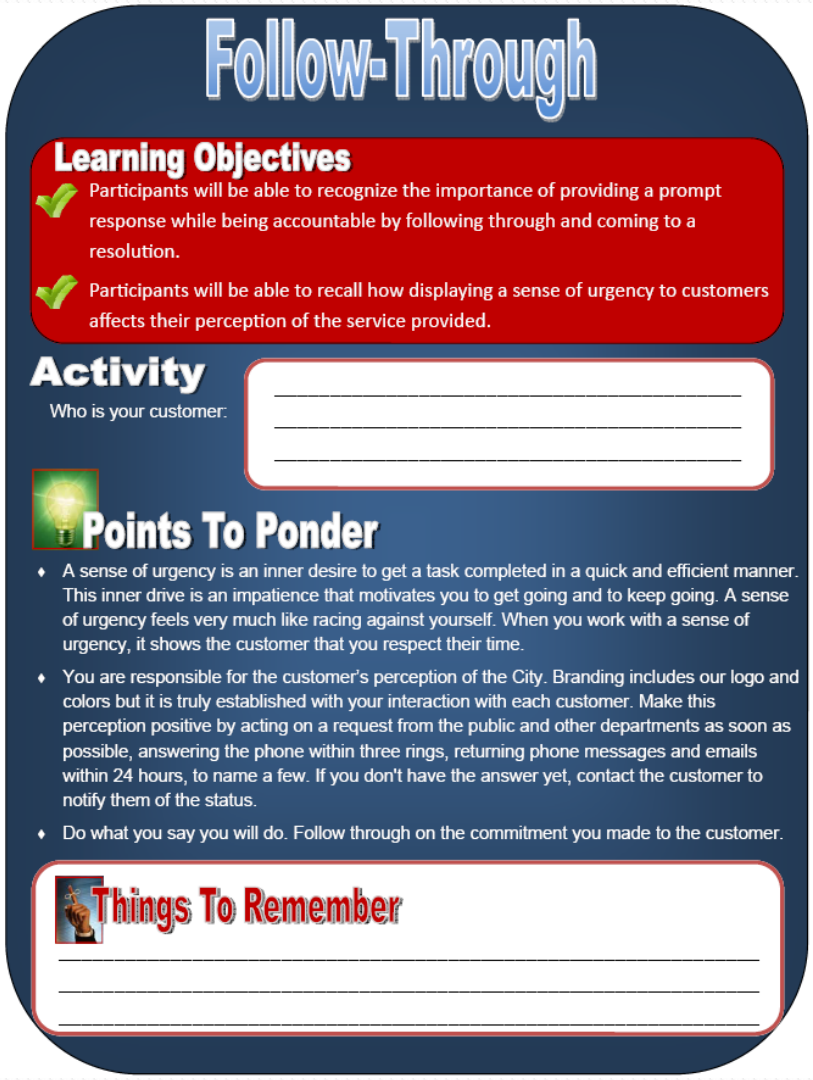



- **Job Knowledge Confidence**
- **Educating the Customer**
- **Positive Language and Positive Attitude**

# Implement Phase

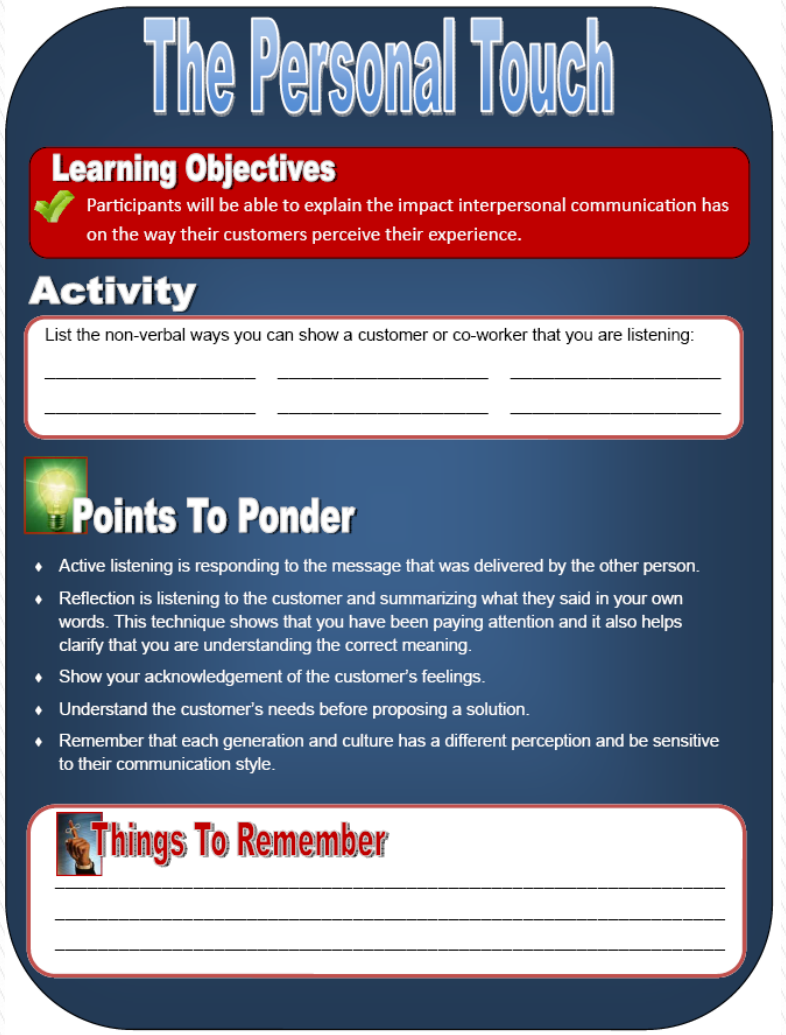
- **Professional Behavior**
- **Presenting a Professional Image**
- **Workplace Organization**
- **Conflict Resolution**
- **Ethics in the Workplace**

# Implement Phase




- **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.

# Verify Phase

## 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.