

Customer Service Initiative (CSI Dallas) Update

Quality of Life Committee
June 12th, 2006

VISION STATEMENT

The City of Dallas is committed to quality customer service. We value and respect our customers. The City of Dallas will be a high-performing, quality customer service organization by 2008.

Goals

- To change the culture of the 13,000 employees of the City of Dallas
- To enhance the level of customer service that is provided to our customers, both external and internal
 - Byproducts
 - Identification of inefficient processes and procedures
 - Cohesive, cross-divisional relationship building

Program Oversight

- CSI Dallas Oversight Team (7 members) coordinates activities and provides guidance to:
 - Five tactical teams (11-18 members each) responsible for addressing specific aspects of customer service:
 - Customer Feedback
 - Hiring and Training
 - Marketing and Communications
 - Performance Measures
 - Recognition and Morale

Goals and Achievements

- Successful citywide customer service kickoff:
 - Received many positive comments about January 2006 kickoff, including that some employees were inspired to do a better job.
 - DVDs of the City Manager’s customer service message and featured speaker (Michael Hoffman) training have been distributed to departments.
 - Michael Hoffman – 10 more vignettes to further emphasize the message that our employees are the “Face of Dallas” and to keep the Customer Service “buzz” alive.

Goals and Achievements

- Customer Feedback
 - Develop a process to ensure that the “Voice of the Customer” is heard on an ongoing basis.
 - Reviewed citywide customer feedback efforts and are working to develop a best practices guideline.
 - Solicited feedback from public and private sector organizations to determine best practices for gathering internal and external feedback including:
 - 100 ICMA participants
 - 30+ NCTCOG cities
 - 14 private industry leaders
 - 3 top ranked cities from National Citizen Survey

Goals and Achievements

- Customer Feedback continued
 - Survey results: 23 responses (10%) indicated that the most widely used and/or effective techniques include:
 - 3rd party surveys
 - Focus groups
 - Telephone / 311
 - Customer Feedback websites
 - Currently working to design two year schedule based on survey results that will incorporate the best practices into a rotating timeline.
 - Will brief QoL in Fall 2006

Goals and Achievements

- Hiring and Training
 - Develop and implement training and hiring processes to ensure that QCS becomes standard.
 - Conducted survey of municipalities and companies on Hiring and Training best practices
 - Level One Customer Service training began in May and will conclude at the end of August.
 - Approximately 30 department-specific training sessions.
 - Training lasts for 1.5 hours with the City Manager, the Department Director, and Trainer leading segments.

Goals and Achievements

- Performance Measures

- Charged with ensuring that every department is tracking a measure of Customer Service.
- Reviewed departmental performance measures and recommended improvements, including:
 - Aligning services with those adopted in the FY2005-06 Annual Budget;
 - Refining existing performance measures; and
 - Ensuring that every service is being measured from the point of view of the customer.

Goals and Achievements

- Performance Measures continued
 - Currently engaged in a survey of public and private sector entities for best practices in measuring the quality of customer service.
 - Will review performance measures for Budgeting for Outcomes bids for FY 06/07 budgeted services.
 - Next review of performance measures will also look at leading and lagging indicators.
 - Process to replace Management Focus software is on-going.

Goals and Achievements

- Marketing and Communications
 - Develop and implement a program or methods to communicate the contents, expectations, and successes of the CSI program.
 - Banners and posters displayed throughout City Hall and other city facilities.
 - Organized and ordered all promotional items
 - Customer service slogan
 - Appears on internal communications (memos), but not intended as an external message.
 - One-time appearance on paycheck stubs along with customer service principles.
 - Will be printed on the back of business cards.

Goals and Achievements

- Marketing and Communications continued
 - CSI website available on Intranet.
 - Customer service quiz
 - Creating a buzz that continually reminds our employees how important customer service is to us all.
 - Reviewing processes of how best to publish and celebrate our employees accomplishments.
 - Not just work related
 - » Volunteerism/ Humanitarian efforts
 - » Talents
 - » Honors
 - » Recognition of family members' accomplishments

Goals and Achievements

- Recognition and Morale
 - Refine and enhance the city's existing employee recognition efforts through a variety of means.
Anticipated launch date, October 2006
 - Research efforts:
 - Employee Survey (2,122 respondents)
 - Management Survey (817 respondents)
 - Departmental focus groups
 - Research external recognition programs in public and private organizations.

Goals and Achievements

- Recognition and Morale continued
 - The Mayor proclaimed Wednesday, April 26th as Administrative Professionals Day for the City of Dallas.
 - The Mayor and City Council recognized selected City of Dallas Administrative Professionals at the May 3rd City Council meeting.

Recognition and Morale

Employee Survey Findings

- By far, the most important forms of recognition to employees are connected with a clear monetary enhancement:
 - Performance Incentive Pay (95%)
 - Training and Development (93%)
 - Approved time off with pay and feedback (92%)
- Recognition for years of service also ranked highly (76%)
- Employees want to be recognized for their self-start work efforts (83%)
- Most employees want immediate recognition (41%) and by their supervisor (37%)
- Most popular recognition programs:
 - Service Pins (67%), A Better City (59%), Living Legends (56%)

Recognition and Morale Management Survey Findings

- Most respondents have never nominated an employee for a recognition program (60%).
- Lack of awareness was the reason given for not nominating an employee for a program (25%).
- Of all recognition programs, service pins was the most familiar (45%).
- Increased awareness is the improvement most needed for recognition efforts (42%).
- Respondents were evenly divided on whether existing recognition efforts provide the proper recognition for employees.

Recognition and Morale

Three Dimension Approach

- Day to Day Recognition
 - Frequent, on-going and informal
- Informal Recognition
 - Progress toward milestones, achieving goals or projects completed
- Formal Recognition
 - Structured programs with criteria linked to organizational values and goals

Recognition and Morale

Day to Day Recognition

- Standard Practices
 - Listen to employees
 - Involve employees in the decision-making
 - Solicit their ideas and incorporate them where feasible.
 - Give employees autonomy and authority to determine how to best do their jobs and allow them to pursue ideas they might have for improvements.
 - Support employees when they make a mistake and coach them to make improvements.
 - Say “thank you” and provide feedback.
- Support, Accountability and Reinforcement
 - Build into Employee Performance Planning training for management staff.
 - Make part of the management staff’s performance plans.
 - Reinforce and support through recognition acknowledgement cards – up, down, and across the organization.

Recognition and Morale

Informal Recognition

- Objective
 - Increase employees' awareness of how their individual and team contributions work to advance the goals of the City.
- Strategy
 - Recognize progress toward milestones, goals achieved, and projects completed as linked to the Council's Five Priorities and the City's Action Plan.
- Action
 - Conduct quarterly, departmental Success Rallies to recognize milestones reached, goals achieved, and projects completed.
 - A forum for dialogue and to solicit input from employees
 - Recognition of years of service
 - Commendation received from the public
 - Awards, certificates, and honors received – local, state, federal

Recognition and Morale

Formal Recognition

- Objective:
 - To create the “wow” factor that comes with acknowledging the full accomplishment of major goals and that provides motivation for future organizational challenges.
- Strategy:
 - Still being developed

Summary

- The City of Dallas is committed to quality customer service.
 - Participation and support is a must from all levels of the organization.
 - 90 cross-divisional employees are leading the charge.
- We welcome your feedback and comments.

APPENDIX

- Attached are examples of customer service emails, messages, and fliers that employees have received over the past 6 months.