

# Customer Service Initiative (CSI Dallas) Update

Quality of Life Committee  
June 12<sup>th</sup>, 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.