

HEALTH, PARKS, PLANNING, PUBLIC WORKS

MEMORANDUM

TO: Managers, Supervisors, and Leads

FROM: Regina, Mike, Mark, Jon

RE: Executive's Customer Service Strategy: Program-Level Improvements

DATE: January, 29, 2019

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 DATE RECEIVED: 3/12/2019
 SUBMITTED BY: Jon Hutchings
(Public Works)
 COUNCIL MEETING
 Public Works COMMITTEE

Requested Action. All Managers, Supervisors, and Leads from the participating Departments are asked to engage their Division or work group to identify, describe and recommend five actions that can be implemented over the next year to (1) improve our customers' experience and (2) make excellent customer service easier to deliver.

Background. Health, Parks, Planning, and Public Works are collaborating on an initiative to advance the culture of customer service in our local government. Recall that last February an inter-departmental team of peer employees developed a customer service strategy that included three strategic priorities:

- (1) **Define** our commitment in clear, meaningful terms.
- (2) **Enable** success through education, assessment, refinement, and accountability.
- (3) **Achieve** customer solutions that *work* for the community.

This memo helps us enable success by considering what program-level changes we should make to better achieve customer solutions that *work* for our community and to make our jobs easier. We recognize that our best efforts will not always result in happy customers. We are looking for innovative ways to up the odds. The ideas you provide will be compiled, characterized and returned to you for refinement before any implementation plans are concluded.

The Rubric. Information about the initiative, including a summary from the customer service retreat, is posted under Staff Resources on Inside Whatcom. Using that information as a starting point and the matrix on the back of this sheet, please lead your Division or work group through the following checklist of questions to decide your five recommended actions:

- Circle your Department in the header and write the name of your Division or work group at the top of the matrix.
- List principal customer groups (internal and external) that you interact with on a daily or monthly basis. For example, contractors at front counter, private stormwater system owners, public meeting participants, businesses being inspected, general information requesters.
 - a. Which groups cause the most stress for you? **Highlight these.**
- Identify the main services or benefits you provide each group listed above.
 - a. Which services/benefits accrue to multiple customer groups? **Highlight these.**
- Jot down the various ways you interact with customers from each group. In person? By phone or social media? In an office setting? At project site? At public meetings? At the counter? What else?
 - a. Which ways of interacting are especially challenging for your team? **Highlight these.**
- What can you conclude about the causes of stressful customer interactions?
- What specific actions might address these causes directly? You need five.
- Which of these improvements, if widely adopted, would make life easier for employees of other Divisions or Departments? **Circle these**

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Causes of stressful customer interactions in your program.

Recommended Actions for Customer Service Improvement (*circle those that might benefit others*)

- (1)

- (2)

- (3)

- (4)

- (5)

Comments and ideas about this exercise? Please write them here.
