Objective: City Services Focusing on the Customer

Performance Management Team Goal:
*In order to achieve the Council Goal of High Performing City Organization, the City of Des Moines will define quality customer service and develop a standardized way to measure performance so that we are able to continuously drive improvements by March 2017.*

Departmental Strategic Objectives

1. Establish city-wide customer service standards. (1/17)
2. Adopt and execute an internal communication plan to support customer service initiative. (4/17)
3. Standardize customer service responses and processes across departments, adhering to citywide customer service standards. (5/17)
4. Require that all departments identify customers’ expectations and perceptions via feedback tools such as surveys. (6/17)
5. Apply an integrated and strategic approach to all communication efforts, both internal and external. (DATE)
6. Continually seek innovative and creative ways to connect with residents. (Ongoing)

Citizen Priorities
As noted in the 2016 Citizen Satisfaction survey, there have been positive increases in satisfaction in the areas of customer service. The question related to customer service was measured differently in 2016 than in years past to better align with the other questions asked in this section of the survey. Only 33% of citizens surveyed has interacted with the City in the past year, the primary mode of communication was by phone (75%), followed by email (14%), in person (7%), and social media (1%). Citizens would prefer to interact with the City digitally (63%), followed by in person (20%), and phone (14%).

<table>
<thead>
<tr>
<th>Measures of Success – Qualitative &amp; Quantitative</th>
<th>2013 Actual</th>
<th>2016 Actual</th>
<th>2017 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>City provides customer-friendly service*</td>
<td>58.8%</td>
<td>65%</td>
<td></td>
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<tr>
<td>City’s effort to communicate</td>
<td>47.4%</td>
<td>43%</td>
<td></td>
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<tr>
<td>Easy to address an issue</td>
<td>64.2%</td>
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<tr>
<td>Employees are polite</td>
<td>89.3%</td>
<td>87%</td>
<td></td>
</tr>
<tr>
<td>Employees responses are accurate</td>
<td>73%</td>
<td>74%</td>
<td></td>
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<tr>
<td>Employees are timely in responding</td>
<td>67%</td>
<td>71%</td>
<td></td>
</tr>
<tr>
<td>Issues resolved satisfactorily</td>
<td>63%</td>
<td>69%</td>
<td></td>
</tr>
<tr>
<td>Requests acknowledged within 1 business day (internal measure)</td>
<td>-------</td>
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<td>85%</td>
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Staff Priorities

Customer service is not standardized across the organization. Each department has its own process on how to manage requests from the public, some departments manage requests in a customer service management tool, while others do not. The Customer Service Team believes this process should be standardized.

To initiate this process, the team has established a set of Service Standards that will be shared across the organization. These standards will help division managers evaluate employee performance, track internal measures towards effective customer service, and align day-to-day interaction with citizens to Guide DSM.

Short term priorities include:

- Real time customer surveys including metrics pulled from the Citizen Satisfaction Survey
- Establish customer service training for new hires and front-line staff
- Review of communications plan to push online services to citizens

Long term priorities include:

- Evaluation of a customer service management tool
- Continuous improvement based on customer feedback

Customer Service Principles as Defined by Council

- Listening to and understanding customer concerns, issues, problem or expectations
- Acting in a friendly, courteous, respectful and honest manner
- Looking for ways to say "Yes" and to solve problems
- If you must say "No", taking the time to explain your decisions or actions
- Having a "can do" attitude
- Using technology to better serve the community
- Providing a direct and timely response to the customer
- Having a visible presence in the community - people know you
- Building effective working relationships with the community based upon mutual trust and respect.

Customer Service as defined by Council for the Citizens

- Providing a timely response - within 24 hours
- Acting in a friendly, courteous, polite and helpful manner
- Giving your best effort to provide exceptional service
- Looking for ways to say "yes"
- If you must say "no", taking time to explain your decisions and actions
- Solving the customer's problem
- Helping others in difficult circumstances
- Having customers telling positive stories about the exceptional services and actions of the City of Des Moines
City of Des Moines

Requests for Service Standards

All customers have the right to timely, accurate, and appropriate responses to their requests.

1. Take ownership at first contact and follow through. If subject is not your expertise, you will connect to the person that is.

2. All phone calls answered with, City of Des Moines, Department/Division, and your first name.

3. No blind transfers. All calls announced.

4. Requests for service acknowledged within 1 business day regardless of how it was received.

5. Response to requests within Service Level Agreement timeframe. (reevaluate SLA timeframes, identify and prioritize resources if unable to meet standard)

6. Any face to face customer will be acknowledged promptly and with courtesy and referred as necessary.

7. Ensure that all online information for department is accurate, and regularly updated (id frequency)

8. All email signatures should be consistent based on department.

9. Employees will address out of office absences with phone and email (training)

10. Uphold social media policies