Municipal Customer Service Program

“Great Expectations: Achieving Customer Service Excellence”
Today’s Focus

1) The unique **challenges** we face in providing exceptional levels of service to the citizens and residents of our communities.

2) What it is that citizens and residents **expect** from us; and what they **don’t expect** from us.
Some good news....

“How much do you trust government?”

- 26% Federal
- 33% State
- 52% Local

--CNN National Survey Feb 23, 2010
Local governments rate higher than state or federal

73% of residents rate local government service as excellent or good;
Only 38% rated federal government service as excellent or good;
“Slight dip in ratings since 2010.”

National Research Center’s survey, ICMA, July 25, 2012
The major role of leadership is to enlarge public understanding.

--James Madison
Who are your customers?
A Customer:

Customers are all the people for whom we provide a product or service. Everyone who depends on the quality of our work is considered to be a customer.
Two Kinds of Customers

1. External Customers
   Citizens, residents, visitors, businesses

2. Internal Customers
   Employees, co-workers, supervisor, peers, commissioners, mayor/city council and other elected officials, board members, etc.
One key to improved customer service:

Begin by focusing on superior internal customer service!

“Organizations have more to fear from lack of quality internal customer service than from any level of external customer service.”

--Ron Tillotson
“Talented employees need great managers…. How long [an] employee stays and how productive he is while he is there is determined by his relationship with his immediate supervisor.”

--Marcus Buckingham and Curt Coffman, “First Break All the Rules”
“…people leave managers, not companies…. If you have a turnover problem, look first to your managers.”

--Marcus Buckingham and Curt Coffman, “First Break All the Rules”
“One of the great crises facing law enforcement agencies in the near future is the failure to develop potential of officers throughout the entire organization.”

--IACP Study, November 2008
“The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant.”

--Max DePree “The Art of Leadership”
Top 10 Reasons to Serve Well

1) Positive self-image and personal satisfaction.
2) Reduces complaints, makes job easier.
3) Portrays you, team, city/county in a positive light—good public relations.
4) Keep quality people in community.
5) Your job depends on it. Citizens pay wages.
“I Pay Your Salary!”

“Thank you. How about a raise?”
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5) Your job depends on it. Citizens pay wages.
6) Happy citizens “reflect” back positive energy.
7) Citizens more likely to support us.
8) Develops community pride and goodwill.
9) Builds trust and confidence with citizens.
10) Improves employee moral & productivity.

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Margaret Hoffman, Former City of Austin Councilwoman
LOOKED FOR PUBLIC ORGANIZATIONS THAT:

1. Demonstrated innovative management
2. Strove for excellence
3. Empowered employees to take risks
4. Promoted quality customer service
5. Overcame obstacles
“The key to getting the job done right: Getting employees excited and involved in what they do.”

--Tom Peters, “Excellence in the Public Sector”
“Phoenix is truly servicing its customers. The citizens say it’s providing the services they expect. The reason it works … is that they realize that it’s front-line employees who are the essence of city services excellence.”

--Tom Peters, “Excellence in the Public Sector”
Is providing customer service in a city/county environment “DIFFERENT” than providing customer service in a retail service, insurance company, or other kind of organization?
7 Top Challenges in Public Sector

1. Citizens have **higher** and sometimes unrealistic **expectations** of government.
2. Everyone is a customer or boss or expert. They tell us they pay our salary to show they’re “entitled” to service because they’ve already paid for it.
3. Regulatory restraints (laws, policies, codes, ordinances, etc.) can remove flexibility in providing services.
4. Budgetary restraints and limited resources.
5. Dealing with rude, difficult, even abusive customers.
6. Getting along with each other and other departments.
7. We’re more visible—like a fish bowl or glass house.
Quality is Job One  Ford Motor
Just Do It  Nike
Have It Your Way  Burger King
How Do You Spell Relief?  R.O.L.A.I.D.S
Be All That You Can Be  U.S. Army
The Lone Star State  Texas
You Deserve a Break  McDonalds (1971)
Today
Quality...

“Meeting or exceeding customer expectations”

--W. Edwards Deming
We Care!
You’re #1
The Customer Is #1
The Customer Is King
We Try Harder

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Customers Expect....

1. Promises be kept

2. Responsiveness
   (A sense of urgency)
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3. Concern
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1. Promises be kept

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   (A sense of urgency)

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4. Honesty

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WHAT CUSTOMERS **DO NOT** EXPECT

1. To be talked down to

2. To have complaints treated as nuisances

3. **Excuses** - replacement for excuse is apology

4. To hear “That’s what policy says…."

5. The runaround
"I DON’T KNOW"

"THAT’S NOT MY DEPARTMENT"

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