

# Customer Service Initiative: CSI Dallas

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## The Year in Review and Work Plan for 2007



Presented to the Quality of Life Committee  
February 12, 2007



# CSI Dallas: Vision Statement

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- 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.

# CSI Dallas: Goals

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- Improve the delivery of City services by instilling Quality Customer Service (QCS) as a fundamental behavior exhibited by all employees as they deliver City services. The CSI Dallas team will work to accomplish this goal by taking the following actions:
  - Define how we will know if this goal is being met and how we will communicate our progress to appropriate audiences
  - Oversee the continued development and implementation of the citywide Customer Service Plan and cultural change process
  - Provide guidance and recommendations to the City Manager and Strategic Customer Service on customer service strategies.
  - Keep departments on track to meet deadlines and accomplish the QCS plan
  - Coordinate work between the tactical teams and departments to eliminate duplication of effort

# CSI Dallas: 2006 Accomplishments

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- Successful citywide customer service kickoff:
  - Received many positive comments about the kickoff including that it inspired some employees to do a better job
  - Distributed DVDs of the City Manager's customer service message and featured speaker's training (Michael Hoffman) to departments
  - Produced ten additional vignettes to further emphasize the message that our employees are the "Face of Dallas"

# CSI Dallas: Program Oversight

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- CSI Dallas Oversight Team (8 members) coordinates activities and provides guidance to:
  - Four tactical teams (11-18 members each) responsible for addressing specific aspects of customer service:
    - Hiring and Training
    - Marketing and Communications
    - Performance Measures
    - Recognition and Morale



# **Tactical Teams**

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## **Hiring and Training**

# Hiring and Training: Purpose

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- To develop and implement **hiring** and **training** processes to ensure that Quality Customer Service becomes standard in the City of Dallas.

# Hiring and Training: 2006 Accomplishments

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- Implemented Level I basic customer service training:
  - Coordinated with CMO, HR, DCTV, CIS, and every department to produce over 30 individual sessions at facilities across the City
  - Trained 100% of departments reporting to the City Manager (5 trainers provided training to approximately 10,000 employees)
- Developed recommendations for instilling customer service in the hiring process
  - Increased emphasis on “hire for attitude, train for aptitude”

# Hiring and Training: Work Plan for FY2006-2007

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- Fully incorporate Level I training into New Employee Orientation
- Begin Level II job-specific training to civilian and uniformed employees
  - Administrative and Professional
  - Field and Operations
  - Fire Uniform
  - Police Uniform
- Begin Level III highly specialized and other training research and planning processes



# Tactical Teams

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**Marketing and Communications**

# Marketing and Communications: Purpose

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- To assist the CSI Dallas in achieving its goal by developing and overseeing implementation of an **internal** and **external** communication plan to communicate the contents, expectations and successes of the customer service program initially to all the City Employees and later to the Citizens of Dallas, respectively.

# Marketing and Communications: 2006 Accomplishments

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- Created and promoted slogan and logo to promote customer service initiative to internal customers: “Dallas, Together we do it better”
  - Coordinated development and placement of minimum 500 posters and 25 large banners with the new logo to City facilities
  - Coordinated selection of promotional items and distributed to employees
- Advertised customer service initiatives and events including:
  - Customer service initiative kickoff in January 2006
  - Administrative Professionals Week in April 2006
  - Customer Service Level I training classes
- Reminded employees of the importance of customer service through a series of announcements with customer service tips, a customer service “pop quiz”, and placement of customer service announcements on bulletin boards, departmental newsletters and pay stubs
- Created a web page, the “Customer Service Corner” on the City’s Intranet home page



# Marketing and Communications: Work Plan for FY2006-2007

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## ○ Internal Communication Plan

- Coordinate presentation of Customer Service Training Videos to employees utilizing intranet page and in-house cable TV broadcasts
- Improve internal communications utilizing the intranet
- Develop, coordinate and promote “Spotlight on Customer Service” program to recognize employees for customer service
- Announce employee recognition and promotions
- Create name for and promote the 2<sup>nd</sup> Annual Customer Service Kickoff Training Meeting to be held in February 2007
- Develop and publish bilingual customer service tips and messages

# Marketing and Communications: Work Plan for FY2006-2007

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## ○ External Communication Plan

- Develop list of names for Branding City Hall's customer service efforts to our external customers for the City Manager's and City Council's consideration and approval
- Promote the Customer Service Initiative to our citizens through our website, bill inserts, public service announcements and other available media
- Communicate our message in multiple languages based on demographics
- Develop, coordinate and promote an external "Spotlight on Customer Service" program to hear from our citizens when they receive good customer service. Publicize story with picture of employee(s), citizen(s) and Councilmember for that District, on the City's website, and announce to the media



# **Tactical Teams**

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## **Performance Measures**

# Performance Measures: Purpose

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- To ensure that every department tracks and measures an element of customer satisfaction for every service provided, and
- To ensure that every service contains performance indicators that are used by departments to manage their business.

# Performance Measures: 2006 Accomplishments

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- Reviewed FY05-06 Budget Performance Measures for 399 City services
- Conducted Management Focus FY05-06 Closeout Review
- Initiated development of Performance Measures Training for executives, managers, and City staff
- Conducted performance measurement best practices survey and literature review
- Reviewed FY06-07 Budget Performance Measures

# Performance Measures: Work Plan for FY2006-2007

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Closeout Review of FY05-06 Performance Measures	<b>Dec 06 - Jan 07</b>
Update Performance Measures for FY06-07 in Management Focus	<b>Jan - Feb 07</b>
Develop Reporting Schedule	<b>Feb 07</b>
Provide Performance Measures Training	<b>March - July 07</b>
Develop Customer Service Scorecard	<b>March - Sept 07</b>
Procure and Implement new Performance Measures System	<b>Feb 07 - Jan 08</b>



# **Tactical Teams**

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## **Recognition and Morale**

# Recognition and Morale: Purpose

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- To determine what is meaningful recognition to City employees
- To increase the number of employees who feel that management recognizes and appreciates a job well done, and
- To refine and enhance the City's existing employee recognition efforts.

# Recognition and Morale: 2006 Accomplishments

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- Surveyed 2,123 employees and 713 managers to determine what is meaningful recognition
- Facilitated employee and management focus groups to validate survey findings and to gather additional information
- Researched best practices for employee recognition and presented findings to CSI Dallas

# Recognition and Morale: 2006 Accomplishments

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- Developed conceptual and strategic framework for the City of Dallas Employee Recognition System, including recommended enhancements to existing recognition programs
- Implemented Recognition Event for Administrative Professionals Day for City Council Recognition
- Identified outside training source for employee recognition

# Recognition and Morale: Work Plan for FY2006-2007

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- Roll out Employee Recognition System
  - Train Management Staff
  - Recruit Department Champions
  - Develop recognition tools and events
    - Recognition rounds
    - WOW cards
    - Success rallies
    - End of year Departmental recognition event
  - Develop communication strategy



# Appendix

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## Team Members

# CSI Dallas

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Marcia Trent (Team Lead) – Library  
Kenneth Johnson – Dallas Fire-Rescue  
Marc Hearn – Dallas Police Department  
Lolis Dignan – Development Services  
Kris Sweckard – Efficiency Team  
Margaret Wright – Human Resources  
Celia Barshop – Private Sector Representative  
Kenneth Gwyn – Strategic Customer Services

# Hiring and Training

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John Jenkins (Team Lead) – Park and Recreation

Erin Schwie Langston (Facilitator) – Strategic Customer Services

TK Chaney – Code Compliance

Jeri Carter – Code Compliance

Kitty Stone – Library

Melany Martinez – Public Works and Transportation

Rachel Berry – Public Works and Transportation

David Franklin – Dallas Police Department

Liz Hilton – Dallas Fire-Rescue

Diana Richard – Street Services

Kelley Eugenio – Environmental and Health Services

Margaret Williams – Dallas Water Utilities

Chandra Marshall-Henson – Mayor/Council Office

Michelle Hanchard – Civil Service

Heather Sherlock – Human Resources

Lea Ann Watson – City Attorney

Deborah Shelby-Bunton – Equipment and Building Services

# Marketing and Communications

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Sophia Harvey (Team Lead) – Public Works and Transportation

Frank Libro (Facilitator) – Public Information Office

Charlotte Allen – Convention and Event Services

Elizabeth Armstrong – Dallas Water Utilities

Janice Crowther-Cotton – Dallas Police Department

Victoria Eiker – Office of Cultural Affairs

Brenda Fakheri – Strategic Customer Services

Barbara Fowler – Sanitation Services

Molly McCall – Efficiency Team

Jennifer McRorey – Park and Recreation

Oralia Mendez – Office of Cultural Affairs

Keitha Miller – Equipment and Building Services

LaSonnuia Miller – Code Compliance

Donnie Moore – Development Services

Shiva Peters – Street Services

Cassandra Wallace – Office of Emergency Management

# Performance Measures

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Kjerstine Nielsen (Team Lead) – Library

Betty Antebi-Taylor (Facilitator) – Strategic Customer Services

Eddie Fisher – Code Compliance

Carla McCoy – Development Services

Leanne Siri – Dallas Fire-Rescue

Randy Blankenbaker – Dallas Police Department

Ted Kilpatrick – Dallas Water Utilities

Beverly Davis – Equipment and Building Services

Gibby Espinoza – Equipment and Building Services

Michelle Mays – Environmental and Health Services

Ben Cernosek – Public Works and Transportation

Debby Krenrich – Park and Recreation

Sheila Overton – Sanitation Services

Pam Anderson – Street Services

LaToya Jackson – Intergovernmental Services

Carolyn Holland – Housing

Les Studdard – Office of Cultural Affairs

# Recognition and Morale

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Jill Beam (Team Lead) – Park and Recreation  
Oliver Johnson (Facilitator) – Human Resources  
Regina Foster – Convention and Event Services  
Lisa Davis – Development Services  
George Florence – Dallas Fire-Rescue  
Lance King – Dallas Police Department  
Denise Stewart – Dallas Water Utilities  
Julie Boring – Equipment and Building Services  
Gaylord Thomas – Environmental and Health Services  
Sandra Franks – Library  
Mina Ramon – Public Works and Transportation  
Marian James-White – Sanitation Services  
Donna Sheffield – Street Services  
Bobby Bennet – Housing  
Shannette Brown – Intergovernmental Services  
Gwen Taylor – Office of Cultural Affairs  
Yasmin Barnes – Street Services