

Getting Serious About Customer Service

Web Manager University

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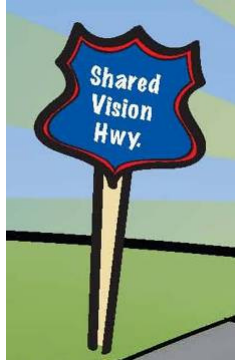
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Key “Takeaways” from this Webinar

- What’s important to your customers
- How to develop great customer service from the inside out
- Best practices for creating a customer focused culture
- Focus on the “front line” experience, K.I.S.
- Customer Service and job satisfaction go hand in hand
- Getting better results with existing resources

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Starts with Vision & Commitment



Federal Agencies will be customer focused and continuously improve the service they provide.

*President Barack Obama
Executive Order, April 2011*



Our Formula for Service Improvements *Three Fundamental Strategies*

FASTER

- *Speed up processes*

FRIENDLIER

- *Create a customer-focused culture*

EASIER

- *Simplify access, improve call handling*



The Final Ingredient

Improving Employee Job Satisfaction

Employees
who like their job
are more likely
to satisfy customers.



Program Leadership & Resources

- Governor's Office of Customer Service (OCS) created as a resource for agencies and to guide the transformation.
- OCS reported to the Governor, not OMB
- Customer Service Champions in each agency
- Annual CS Improvement Plans, quarterly progress reporting
- OCS:
 - provided "hands on" people to help Agencies
 - partnered with agencies to develop needed "tools"
 - held working meetings with Champions every two months
 - met with Agency heads to keep them updated and engaged
- CS Commitment Summits held in 2005, 2007, 2008 and 2010 with the Governor and all agency heads present



#1 FASTER: Speeding Up Services

- Embedding Lean Management with Rapid Process Improvements (RPI)
- Employee led, not bringing in outside experts
- Getting better results with existing resources



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Case Study: Child Support Services



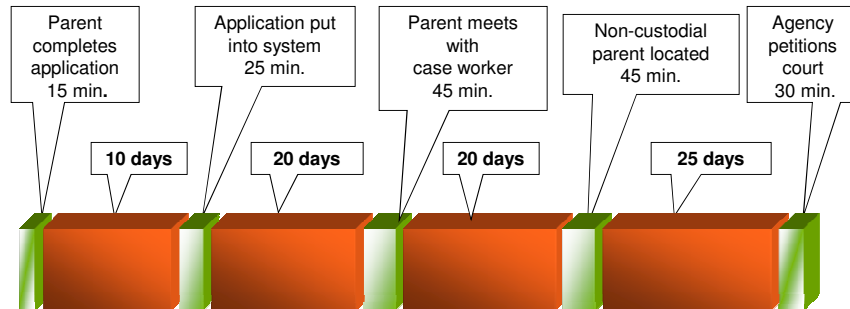
- Step 1 - Value stream mapping of current processes
- Step 2 - Setting priorities for processes to be improved
- Step 3 – Conduct five RPI events, to make specific improvements (one each month)
- Agency teams continue driving improvements forever



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The Value Stream Map at *Child Support Services*



GREEN = actual work time: 3 hours
 RED = time to resolve: 75 days

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Examples of Changes Made and *Results at Child Support*

- Policy change: case worker meets with parent when they first come in.
Savings: 30 days
- Policy change: custodial parent involved in locating non-custodial parent.
Savings: 20 days
- 3 month process now same-day service.
Cost to Agency: zero

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FASTER: Sample Results

- Child Support
 - was 14 weeks, now same-day service
- Medicaid Applications
 - was 9 weeks, now 12 days
- Certifying Healthcare Providers
 - was 1.5 years, now 3 months
- Processing Adoption Records
 - was 4 months, now 3 weeks
- Student Financial Aid Applications
 - was 15 weeks, now 4 weeks
- Approval for Children's Healthcare
 - was 4 months, now 15 days
- Motor Vehicle Licensing
 - was 6 weeks, now 5 days
- Drivers Licenses, wait to be served
 - was 2 hours, now 8 minutes



Questions?

Strategy

- Teaching employee led teams how to speed up processes



Better Results with Existing Resources



#2 Simplifying Access

What We Found Five Years Ago

- 12 million calls to 32 call centers
- Performance very inconsistent
 - Speed to answer: 1 sec. to 56 min.
 - Up to 62% of callers hanging up
- Costing 25% above industry standard
- People making 7 or 8 calls to find the right employee



We were paying a premium for poor service

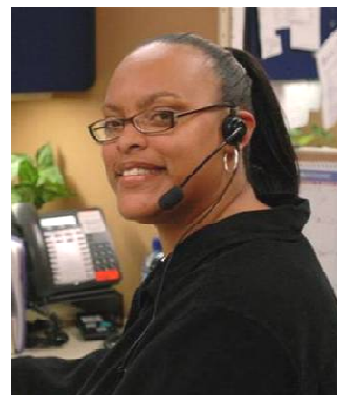
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Simplifying Access - *Call Handling*

Improvement Strategies

- One number to call
 - “1.800.georgia”
 - Connecting Georgians to state services
 - KnowledgeBase of 2,000 state services
- Managing 32 call centers to statewide standards



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How We're Helping Agencies Improve

- Consolidating phone lines, extending hours open
- Assigning accountability for issue resolution
- Specializing:
 - Tier I, simple calls being answered by less experienced, lower paid agents
 - Tier II “case management” calls handled by experienced, higher paid agents
- Putting FAQs online for citizen “self-service”
- Agents working from home
- Regular performance reports to management

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Case Study – Fixing a “Broken” System

Department of ?

	Before	After
• Monthly call volume	50,000	65,000
• Speed to answer	1 hour	2 min.
• Callers hanging up	69%	10%
• Tracking tickets created	3%	87%
• Agent productivity	65%	85%
• First call resolution	?	75%

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Case Study – Actions Taken

Department of ?

- Tickets analyzed
 - Why are people calling
 - What processes need improvement
 - To assign accountability for resolution
- Database of Frequently Asked Questions (FAQs)
- Agents use this data to answer FAQs
- FAQ data put on website for “self-service”
- Others crossed trained to help at peak times
- Recognition program to create competition



Case Study – A “New System”

Department of Corrections - Prisons

	Before	After
• Caller experience	23 menu options	1
• Phone lines at headquarters	8	2
• Phone lines in each prison	10-15	1
• Monthly call volume	?	37,000
• Speed to answer	10 min.	1 min.
• First Call Resolution	25%	60%
• Agent productivity	60%	83%

16 prisons served today, all 32 by year end



#2 Simplifying Access

Internet Optimization

- Channels of Service

	today	prefer
– In person	28%	12%
– Phone	36	31
– Internet	36	53
- Growing eGovernment is strategically important



eGovernment Improvement Process

- Determine the senior manager responsible for results
- Start by improving access to information, not transactions
- Focus on:
 - Content and contact information
 - Easy to understand writing style
 - Site organization
 - Search functionality
- Report on site performance



Questions?

- Customers have one number to call to get to the right person
- All Call Centers managed to industry standards
- Working to serve more people, for less money, Online



Better Results with Existing Resources



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#3 FRIENDLIER: A Culture of Service

Our Most Challenging Goal!

- Engaging over 115,000 employees
- Establishing system-wide commitments to customers
- Developing and using common tools



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Creating the Culture

To be the Best, we must be consistent.

*All employees must know where we're going
and what's expected of them.*



FRIENDLIER: We're Committed to Being

- Helpful
 - “You can count on me.”
- Courteous
 - “Caring service with a smile.”
- Accessible
 - “I’m here for you.”
- Responsive
 - “I’m on it.”
- Knowledgeable
 - “The right answer, the first time.”



FRIENDLIER: How We're Doing It

Common Tools

- Training programs
- In annual performance reviews
- In Agency strategic plans
- Communications to inspire and maintain the focus
- Customer satisfaction surveys
- Employee satisfaction surveys
- Recognizing & appreciating success



Marketing to Shape Behaviors

E-campaign



Internet Marketing to Shape Behaviors

The screenshot shows the TEAM GEORGIA website (GeorgiaCustomerService.com) with a navigation menu including Home, Helpful, Accessible, Responsive, Knowledgeable, Courteous, and Success Stories. The main content area features a photo of a smiling woman with the text "Caring Service with a Smile." and a "CLICK to Submit Photos" button. Below this is a section titled "Celebrating courteous service" and another titled "POSTCARDS FROM COURTEOUS EMPLOYEES" with a "READ MESSAGE" button. On the right side, there are several interactive buttons: "SMILE! Caring Kudos and Tips", "SUBMIT your Photo", "VIEW Photo Gallery", "PRINT Materials for your Workspace", and "THANK Someone for Service". A "POLL" section asks "In what year was the famous smiley face icon created?". The footer includes the slogan "FASTER. FRIENDLIER. EASIER." and the number "27".

#4 Employee Job Satisfaction

- Can you be “the Best” if employees don’t like their job?
- Research shows a direct link between Job Satisfaction and Customer Satisfaction



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Employee Satisfaction

67% today (range 60 to 81%)

Drivers of Satisfaction

- Trust
 - relationship with management
- Pride
 - in the work we do
- Camaraderie
 - relationship with co-workers



Employee Satisfaction

Improvement Strategies

- Inspiring
 - Building pride in how we're helping individuals and communities
- Communicating
 - Having an open, honest two way dialog
- Thanking
 - Providing recognition, showing appreciation



Catch Someone
Doing Something
RIGHT!

Celebrating Success

- Quarterly commendations
- Annual awards for Service Excellence



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Questions?

Strategies

- Creating a culture of service
- Improving Job Satisfaction



Better Results with Existing Resources

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#5 “Keeping Score” Customer Satisfaction

74% Customer Satisfaction

- Citizens – 76%
- Local governments – 75%
- Businesses – 74%
- Internal customers – 71%

*Cable industry at 50,
Nordstrom at 80*



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Customer Satisfaction *Improvement Strategies*

- Convenience & Time
 - Focus on the internet; less face to face
 - Continue speeding up services
 - Improve the phone experience, resolve more on the 1st contact



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We “Make Every Day Count.”

The payoffs:

- Satisfied Customers
- Proud Employees
- Better Results
with Existing Resources

We’re succeeding, you can too!



Sustaining the Movement

- Make Customer Service part of everything you do:
 - In agency statements of purpose
 - In all strategic plans
 - In all job descriptions
 - In employee performance reviews
 - In training and recognition programs
 - In vendor service agreements
- Be accountable for continuous improvement
 - Measure and report on progress
 - Use annual surveys to measure and report on results



Questions?



A GREAT STATE TO SERVE.



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Recommendations

- This has to be a goal/priority of the President, Cabinet Secretaries and Senior Management
- Focus on the front line experience, don't overcomplicate
- Ask customers & employees what they need and act on their feedback
- Be results oriented, don't find fault
- Don't promise to save money or cut jobs
- Measure progress, drive accountability



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