

<meta name="viewport" content="width=device-width; initial-scale=1.0; "\>Event ID:
1840335
Event Started: 10/5/2011 6:00:00 PM

Please stand by for realtime captions.

>> Good afternoon everyone we will get started in the webinar shortly. If you have -- need any technical assistance please give us a call at 202208 -- need any technical assistance please give us a call at 202-208-0668 or you can also e-mail us at web manager University@GSA.gov. Thanks.

>> Good afternoon everyone and thank you for joining us for today's women are getting serious about customer service. With SP go, Joe Doyle of Georgia. We would like to introduce Joe. He is the commissioner of Georgia State personnel associated administration and he works with the human resource professional statewide to continuously improve the productivity and success of over 71,000 employees. And their motto is serving the people who serve Georgia. Just work in government hasn't recognized it at the [Indiscernible] on the state, government magazines, the national Association of State personnel administrators and the several administrators -- universities in the U.S. He is also advises several white House advisers. Before turning the state adjunct he built a retail chain after hours of formal wear with 240 stores in over a 3000 [Indiscernible] in 28 states. You sold the business in 2002 ended 2004 he came to work for the state of Georgia. we thank you so much for joining us today Joe. Is that the presentation.

>> Thank you Jenelle and welcome everybody. I really am flattered to be here and I appreciate being asked to speak with you. Seven years ago I came to state government just to see how it works. I think we all go through life complaining about government and I didn't think that was fair and I didn't want to go to my grave being a cynic. My interest is in operations. Not policy. And my interest is further to help government work for the people in ways that are effective and efficient. A few years ago in the state of Georgia we were having a lot of problems the burning platform of the Department of driver services. It was so bad that my wife is to drive our teenagers to another city 50 miles from home to get their license to avoid a several hour wait in Atlanta. So at the governor's request, I visited a few of the centers to see what was going on. And it was a little funny story but it really highlights how simple some of the improvement work can be into and sometimes we over collocated. I arrived at the center and there was a very long line. There was only one line. And I wanted to experience what customers did. So I stood at the back of this line and patiently waited my turn. I was in the line for 45 minutes. There were no people to greet you or you I know idea what else to do except wait in the line. When I got to the front counter there was a sign that said and I quote if you are here to renew your license, you don't need to wait in this line. I bet some of you are smiling at that but if I were a customer I would've been very mad -- if I would've been a real customer. But I think indicative of how simple some things can be and what a big difference they make. So for the past five years that we have been looking at customer experience through their eyes in finding ways to make it better. There are some key takeaways from this webinar that I would like you to focus on now. We have a lot to cover today and I will try to move as quickly as possible but this is a very comprehensive program and I would like you to know there is highly transferable and will work for you. It is not something that is unique to the conditions in the state of Georgia. This is a proven model not a concept and we generated tremendous success. Some key takeaways that I would ask you to think about is -- as we go through this webinar is what is important to your customers. Do you truly know or do you think you know. How do you develop a great customer service from the inside out. Using your own people and your own resources. One of the best practices for creating a culture of employees that are focused on serving customers. Watch for the emphasis we place on the front line experience. If there's nothing else you've learned today what I would like to say to you is make sure that you adopted the notion of keeping it simple. Don't over complicate it by having long lists of stakeholders and internal and ask older -- external customers. Your over complicating. Focus on the front line experience of where your customer comes for service. Next, customer service and job satisfaction go hand-in-hand. If employees don't like their job they are never going to provide the best service. And blood we will talk about today is how you can get better results without depending upon more

funding coming to your agency. It would be nice to get more funding but I think it needs -- largely unrealistic. So we will talk about not dependent upon you getting more money to be able to do things.

>> Moving to a model of customer service starts with a vision and a commitment. Our governor has set a goal for Georgia to provide the best service in the nation and I applaud resident Obama for similarly challenging in his executive order. I think it is important for you to start with the belief that what you do today and what your employees do today is good. You don't want them to think of that you feel they are doing a bad job. So you really have to start by saying look guys, we are doing a good job but we are striving to be the best and that requires continuous improvement. Don't make them think that they are being vilified or picked on. The scope of what the governor in Georgia undertook was statewide. Involves all agencies with over 2000 services getting a drivers license for one filing it tax return was one and so forth and counting the university system who was involved in this, we had 150,000 employees, 71,000 as Jenelle said in the executive branch. The same principle that we will discuss today will work with you and as I see on the Internet you have nearly 3,000,000 employees.

>> I'm very proud to say that we are having tremendous success. We're focusing on the processes that people go through, not specific outcomes. That is very important and let me pause on that. Because it confused people early on such as a state troopers it would say if somebody is speeding what am I supposed to do, smile and wish them a good day? It is not about changing the outcomes. It is not about making someone available for eligible to get healthcare when they don't qualify. Were giving and a -- A at the University of Georgia to a student who deserves a D. It's about the process not the outcomes. That is very important. Our work as -- is employee led and we have been very successful and I will talk about how you can do this also.

>> We found out when we started that people think government is slow, it takes forever to get something done and is confusing and there are a lot of employees and they can't figure out how to -- who to talk to and when they get to the right person they are not helpful. While you can be successful if you talk in negative terms so we turned around and said we -- our goals to become the best, faster, friendlier, and easier, and that is speeding a process is creating a customer focused culture and civil fine our contact management starting with call centers.

>> Tell me about six months after we started it dawn on us that we could never be the best if employees didn't like their jobs. We started with a three prior strategies and they didn't really address what the employees were -- oral and this was. And after six months we added a poor strategy and that was to improve employee job satisfaction. Today, we are not only putting smiles on customer spaces, we are making state employees very proud of the work they do to help citizens and communities throughout our state. Here is a slide that I believe that you all are at the point where you are kicking off actual work and I put this at the beginning of the this discussion so that you could see how we got this done in Georgia. And this slide is very important to our success and our beliefs to your success. And it is not about each agency trying to figure it out on their own. I don't think we will get you to where you are capable of being. And reading the April Executive Order, it was crystal clear to me what was expected. But it wasn't clear to me how this was going to be done. And this slide addresses the how. In our state, the first thing Governor. did was create an office to as a resource for agencies and not a boss or somebody that described what had to happen, and to guide the transformation and keep it on track. This office reports to the governor, not the financial people. In your case, OMB. That is very important that it be positioned underneath senior management, not some other competing agency. And not being controlled by the folks that have the purse strings. We had a customer service -- the governor required that each agency had a -- or Commissioner or in your case a secretary would appoint a customer service champion who was responsible for the transformation in each agency and this person had to have the year of the Commissioner or the head of the agency and they had to have the time to be able to devote to doing this. There was only one of these people that did this as a full-time job so most people had other responsibilities. Just like in your Executive Order, we started off with asking each agency to develop a customer service improvement plan and they made quarterly progress reporting.

>> Our agency, what we call OCS and this is what is real important to help you be

successful in my view, is we provide hands-on people to help agencies. So more than just a list of things that are best practices. Here people will bring them to life in your agency and we will go through that today. We were partnering with agencies to develop the needed tools so everyone was in developing their own training programs and own surveys and so forth. We had commonly used tools so we could benchmark against each other. OCF held working meetings with the champions every two months. We met with the agency heads to keep them updated and engaged. And we held commitments summits in 2005 and these were in 2005 it was a today summit that the governor attended as well as every agency head and people who have been in government a long time you said no governor had ever convened all agency heads for together period for two days on a single topic so they got the message this was important. We had recommitment summits in 2007 and 2008 and 2010. To keep people focused on this as a priority.

>> As we go through we will come to points where we will stop and ask questions. I am not going to wait until the end and Jenelle will help me with that. So there will be a time fairly soon where we will ask questions for. --. Or answer questions.

>> I'm trying to move to the next slide. So the number one strategy we had was speeding up services because of the number one complaint people have is the things take too long. And I will spend the next few minutes talking about that. We embedded -- we have people that were experienced in leading management with rapid process improvement and we had them go to agencies and training agency people how to do this. We didn't tell them what to do, we show them how and we left them after six months with the skills that enable them to be able to do it themselves for ever. This is the process that was pioneered by Tioga and General Electric and has been one of the keys that as they've been successful. This work was employed led. We did not turn to outside experts or consultants. Employees find out -- find that offensive. You can relate to that when somebody else comes in and interviews you and tell the boss what to do. But they didn't even ask you. The Boston ask you, they turn to some large consulting firm that merely parrots back what the employees tell them. And we are getting better results with existing resources. We proved that lean management works in any branch of government from corrections in the prisons to child support to student advising in the universities. We're getting dramatic results in cutting out days and months from existing processes without spending any money. But most importantly, we're asking the people that are doing the work and acting on their feedback. Here is a case study to help you understand what this is about. We follow a -- several step process and is led by the people who are currently doing the work. Step one, the employees about their current processes documenting how long it takes. Step two, they set priorities for where they should start making improvements. Step three, they make monthly improvements in the areas they have selected. This is about incremental change. It is about getting one and 2% improvements every week or every month, not spending tons of money and getting 50% improvement in three years. This is continuous improvement.

>> Here is what happened at child-support. Here is their value stream map or their processes. And you will see that parents would come in and complete an application. They were sent home. That took 15 minutes to fill out the application. The application was then typed into the system by the employees. 30 days later, the mother who was usually because of your parent came back and met with the caseworker, then nothing happened for 20 days and then it took 45 minutes to locate the father and then nothing happened for 25 days. And then at the end, the green bar on the right the agency, files a petition with the court. Three hours worth of work was being spread out over 75 days. Think about that. We don't try to reduce debt green bar is a. You see those slices. That would mean we would be asking employees to work harder and faster. We're not trying to work on them, we are trying to get the red out as Visine would say so we're focusing on the large blocks of time when nothing has happened. It child-support there 14 we practice -- process which run to same-day service. What they did was simple and the results were immediate. To give you an idea of some of the things they did, these are two simple things but they are real and they made a big difference. I mentioned to you the mother came in and filled out an application 30 days later she saw a caseworker. The first thing they did was have the mother meet with the caseworker the first day she came in. So that cut 30 days out and didn't cost anybody anything. It just had been their policy before that that is the way they did it. So that saved 30 days off the bat. And when you think about these days savings event about a mother that is low income that needs money to buy

food to feed her children and losing a months worth of income to feed her children has a dramatic impact on her family. The second policy change was they were spending 20 days having an in-house team of investigators locate the father. That again was a policy of the agency that they didn't want to ask the mother anything about the father because they felt like that was inviting the father back into the family and all these convoluted reasons. So they started asking the mother if you tell us how to reach the father we will get this done a lot sooner and the mother said sure, I know where he is and here is his cell phone number. That cut 20 days out of the process. And there were other simple things equally simple things they did in the three-month process is today same-day service and the cost of the agency was nothing.

>> The federal government gave the state of Georgia Child support services a national award and has provided funding to other states to copy this model. So here are some other results. These were samples. We have a much longer list. But these are some payables to illustrate to you that this process works no matter what your business is. From student advising to motor vehicle registration. It doesn't matter. People used to wait for two hours at driver services. Now it is eight minutes. Medicaid avocations took nine weeks, now it is 12 days. Certification process for healthcare providers was taken one year and one half and now it is three months. We are doing a better job and employees are telling us how. So I will stop for a second and I'm trying to watch the clock also but I want to make sure that you understand this process of lean management and anything I've talked about so far. Said you know, any feedback.

>> We don't have any questions so far. You have been thorough. But as a reminder if you have questions please type them in the chat box that I will read them aloud to Joe.

>> Even if a question about lean management comes up on where the next section I will address it so doesn't have to be in sequence. I am very flexible.

>> Said to stay on track and respect your time, I will move into the next strategy we had which as you may remember people said that government was confusing. It is a huge organization. And they can never figure out who to talk to. And when they call they never speak to a person. Air Force to deal with automated attendants and there are countless menu choices. And to top it off they often end up on hold forever. Added that you can relate to that also.

>> We didn't know this when we started that we found the state had 32 formal call centers. What we learned was their performance was all over the board. On average, a citizen could expect to be on hold for five minutes. That was across a years data. We found one call center where the average time speed to answer over a years worth of data was 56 minutes and people had to deal with this licensing agency. Can you imagine you're calling somebody in the only time you can do it is on your lunch hour and you will be on hold 56 minutes. That is intolerable. On top of that people were making seven or eight calls just to find the right person. Nobody knew for sure who could help them so they were giving them the runaround. And our average call it was costing nearly 2 dollars more than the industry-standard. So some of that data to sum it up we found out that we're paying a 25% remain for less than -- a premium for less than good service.

>> Per people that are financially can find this is an area where there is -- what you might call low hanging fruit. What did we do with that information? Is

>> We did two things. To improvement strategies. We took one of these call centers which was directory assistance and drug resistance is like AT&T. You call up and you ask what is Joe Joel phone number and they look into the white pages and they give you my phone number and say good day. We took that and made it -- we changed the number 21 800 Georgia. We made it a full-service call center where it is answered by a person. You get a live operator. It takes 7 seconds to answer. You ask your question. And we create a searchable knowledgebase of all the employees in all the states services and we would do a keyword search and based on what the caller's needs were we would deliver the call to be employee that could best help them. We wouldn't just give them a phone number. And we wouldn't just leave them alone when we made that transfer. We would ask the person in government that answer the phone and that agency if they did with this caller needed them to do. And once we got confirmation that we were talking to the right person, then the one 800 Georgia agent would back out of the call and the citizen and the agency employee would handle their business. On top of that, -- well throughout doing than our -- we have

been professionally managing all 32 call centers to industry standards around service and around productivity which involves costs. Statewide across these call centers the average call and again we haven't spent any money, the average call is answered in less than two minutes and no longer than five minutes. We had a 66% improvement without spending any more money. And this efficiency we didn't lay people off, it enabled us to answer half -- one half million more calls using the same agents. So we have got 32 call centers. One is one 800 Georgia and 34 are spread out among agencies. This talks about how we are helping agencies improve what is done in their place of business. And I bet many of the people on this phone in your agency you have call centers. And you probably have ended is probably not viewed as a core competency or a core part of the mission. It is something that is in the basement that may or may not get much attention paid to it. It very is that it is something I would suggest you look at. Perfect world agencies would publish one number for customers to call and have the first person on the caller speak to answer that question. That is what citizens want. But that is the perfect world. What we found is that agencies published in the phone book and on which then becomes 411 and on the Internet, way too many phone numbers. This could be uses -- confuses customers and creates more work for your own agency employees because people are calling folks whose jobs sounds like what they want but it isn't. So they get constant interruptions. So the first thing we do is consolidate phone lines and agencies and route as many callers as we can to a group of lower paid, tier 1 agents who might make \$12 per hour. And as those calls come in we determine why people are calling and what are the frequently asked questions. We've got answers to those questions into a searchable database so that no matter who answers the phone they can correctly answer question. That is an iterative process and we are continually enriching that database. With the tier 1 people are able to answer the question and let the caller know on their way that is known as first call resolution. And in the industry, typically 70 or 80% of calls should be answered I tier 1 agents. Again who are in our case paid a \$12 per hour. What you're trying to do is drive as many people through the less expensive agents and have the remaining calls -- the 20 or 30% of calls that need case management type expertise or subject matter experts, go to the people that you are paying \$30 an hour.

>> So that becomes tier 2. So when you create tier 1 low paid agent with a database that is -- can answer most many calls and you back that up with a tier 2 group of subject matter experts, you can increase the number of lower paid people and reduce the number of high paid people and therefore have more throughput. Also important to know that the systems that we are using enable -- we used the OID and more and more our agents are used working from home so there is no longer a need to rent space for call center, there is no need to have people on the highway. Employee morale has gone up and quite honestly customer service has gone up because people are happier working at home. And in addition to that it opens that job opportunities. If you were to look at the nation there probably places where they are -- there are higher unemployment than others and you could target areas for call center agents that have high unemployment. You don't have to go build a call center. You can hire people.

>> So it can really help with development. It can help with military families and with single parents. And with disabled. There are a lot of people that have to work from home. So what is this look like. I did two examples of how this played out in agencies. One is fixing a system that wasn't Rogen, and -- broken, and so I'm not pointing fingers. I let the agency name off. When we started their agents were able to answer 50 caught -- 50,000 calls a month. The wait time was one hour. With 69% of the people hung up. They were creating tracking tickets for 3% of the callers and agent productivity with 65%. And we didn't know what the first call resolution was. Afterwards they were able to answer is significantly more calls and speed to answer went out to two minutes. This is with the same group of employees. 10% of callers hung up. And the industry standard for abandonment or hangups is 7.5% to 10% is not bad. They were creating tickets on it 87% -- and tickets are important because it drives accountability and responsiveness. Winning ticket is open it says here is to this ticket wasn't doing here is how fast they were supposed to resolve the issue. And then supervises can look at reports to see if this being done. And agent productivity went from 65 to 85%. 75% of the callers are getting their needs met by the tier 1 agents a speak with. Not any money was spent.

>> That follow the process I went through a minute ago. The second flight of want to show you is about an agency that did not have a call -- excuse me -- we did this

broken system and analyze why people were calling. We improved the database. We assigned accountability for resolutions and created the frequently asked questions answer agents. Agencies as data. We put the data on their website for self-service. And the message on hold would direct people -- if you have Internet go here. We crossed trained others in could help out at peak times and we created a recognition program to create competition among the agents. That is a big deal.

>> The next example I will give is an agency that did not have any formal call handling and it was affirmative corrections. The Department of Corrections is divided into two pieces. What is provisions of the other is facilities. We have 32 prisons in the state of Georgia and we have headquarters with hundreds of people there. And the commissioner came to us one day and said the people in headquarters are getting so many random phone calls that it is constantly interrupting their productivity because they have to answer some question and they may or may not know the answer. Can you help us think through how we could do this differently.

>> when he first came to us we looked at their system and if you called in there were 23 different menu options. It might've been a level I with five options and you drill down but all in all you had 23 different menu options. They had eight phone numbers, each prison had 10 or 15 phone numbers. We don't know what monthly call volume was but it wasn't any data or go to speak to answer was 10 minutes. The first call resolution was 25%. And the productivity was 60%. So he came to us asking how do we improve productivity at headquarters. I have spent visiting time not incarceration time at numerous prisons in the state and so I am familiar with the layout and where the warden is and where all the different pieces are. And if you have ever been a federal or state large prison there is a command center that is typically somewhat in the center of the office area. And then the command center there are monitors where you watched the perimeter so guards are watching what is going on. And they also responsible for passing out any restraint items such as handcuffs or batons or anything. But also I noticed in these command centers there were telephones. And as I stood around one day I was watching and listening to the phone calls that these people were answering. So I mentioned to the commissioner I said if I wanted to break out of one of your prisons I would tell all of my friends to call at 5:00 PM on Friday afternoon because everybody watching the monitors would be answering the phone call not looking at the screens. And they had never thought about that but rather than handling the mission critical security issues they were also burdening the guards with answering phone calls. And so after we prove to them that what we did worked at headquarters, we started bringing in the call handling from the prisons so that you couldn't call risen directly. If you were a friend of the -- a spouse of the warden you knew his private never but otherwise you couldn't do that. So after we did this we no longer had 23 men new options that were one. Menu option was basically are you calling about someone who is currently imprisoned or are you calling about someone who has been released. And the nuance various people don't really know what provisions mean and they don't know what parole means. They don't know what these terms mean. So somebody could be on probation or on parole and the cut -- the caller doesn't understand the significance. So we asked the simple questions. Headquarters went from 8 to 2 phone lines for president and one for prison. We now saw that 16 prisons at headquarters of 37,000 calls volume each month speed to answer was reduced by 90%. First call resolution more than doubled and agent productivity went from 60 to 83%. 16 prisons are doing this today and by year-end all 32 will be on this system. So the first case I should you was an existing call center that wasn't functioning well. The second is to plant the seed in your mind that there may be places that don't have a call center today that could benefit by having a call handling group or go it doesn't have to be -- you don't have to ramp up 1000 ft.&²; somewhere and hire 20 people. It is taking existing employees and assigning them to do this work.

>> So our work is moving beyond call handling to the Internet. Population is growing in Georgia. We're one of the fastest-growing states. More people are needing help in today's economy. And budgets are being cut. So it is kind of the perfect storm. As you know, we all have to adapt and find ways to serve up more people online. This isn't a nice city, it is financial and strategic imperative. Here are some researcher might find useful and it came from Arizona State University. And think in terms of these costs of being associated with buying an airline ticket. It is not like going to Wal-Mart and buying a tube of toothpaste. So -- and that is the work we do. We are case management. Researchers showed that it cost about \$50 at two

survey percent -- a customer in person. If you walk up to a counter at the airport and by ticket the airline spent about \$50 on that transaction. All in cost. If you call and talk to an agent on the phone to book your reservation the cost is \$20. If you do it on their website it cost \$.65.

>> So getting people away from bricks and mortar and onto the Internet is strategically and financially important. If you look at the information on this slide these were information from surveys that we did on Georgians. And here is what they do today and here is what their preferences are. And you will see that 53% of our customers prefer to be served on -- online. Only 12% prefer face-to-face interaction. For this data you can see that people more and more want to use the Internet and more we have to go there because we can't afford not to. So it is just the perfect situation where a customer want what we have to do. So I know that Webmaster University is all over this so this is not news to you. But this data might be helpful or useful to raise it -- the work you do in priority in your agency. Now we are developing a process that we are piloting with eight agencies in the state. First from our surveys we learn that 87% of Georgians have regular access to the Internet. So the notion that people can't get online is quickly evaporated.

>> We've learned from our site surveys -- surveys posted online, that the vast majority of visitors are seeking information while a much smaller percentage are coming to complete the transaction by getting a license. This is very good news since it cost more to enable transactions to be done than it does to improve access to information. It is very important to know that. What I see in our government is when people start talking about online, they start to think about that as I need some expensive backend system. My view is we have got two or three years worth of work to do before we have to worry about spending a bunch of money. It is all about content that is easy to read, cite organization, search functionality, navigation and so forth. This is a relatively inexpensive. My view is that in today's Times limited resources we can make the most progress for the least money by focusing on those things. And regularly reporting to top management -- the head of the agency -- the performance of the website. I see in Georgia I can't speak for the federal government -- that too often the online channel of service is not being managed by what I would call the program manager or the person at the top of the food chain. It is being run by people in the technology department and the IT world. And this has to be the passion and it has to be owned by the person who has the ultimate responsibility for food stamps or whatever the program might be. It can't be delegated down and walked away from. This is a vital channel of service just like having a retail store and it has to have the attention of the very senior management.

>> The people at the IT level do not have the ability to allocate resources or raise importance of this.

>> So in simplifying access to government we give people one number to call and we have all call centers being managed to industry standards around service and productivity, and we're now working to serve our people for less money online. Here's another point at which I would be happy to entertain any questions you might have.

>> Anything come through, Jamal? The Mac we have a couple questions. The first question is has anyone been able to measure the customer satisfaction response?

>> Meaning what? Response with what?

>> Dissatisfaction with the changes in improving the service. Have you been able to measure that.

>> The online service or the overall service?

>> If it is the online service --

>> Overall.

>> I will get to that later in this presentation but yes we do have annual surveys of customer satisfaction and we track where the priority improvement areas are that we should be focusing on. So yes, and I will cover that in a little bit.

>> We also post surveys on the website to do the same thing.

>> Great. How long is the knowledge [Indiscernible] consolidation of the 2000 state services take and how did you create the statewide knowledge base without any additional spending.

>> The state owned and Oracle contract so we created an Oracle database -- this office of customer service that I had in one of the early slides it -- we have 13 or 14 employees. And some of those people were capable of creating this database which

was very simple. It is a simple database. We parcels it out and gave access rights to 200 people throughout the state who had responsibility for updating this information every month. So we don't try to keep phone numbers accurate or names accurate or services accurate. We have delegated that to 200 points of contact throughout the agencies that we have and they are responsible for going in and keeping it up-to-date. And we -- if we don't hear from them each month we contact them and say we still need to hear from you. If we get a phone call and we cannot find the answer to it will escalate that phone call and research at and get the answer and add that to the database so it is a continuously evolving process. In the beginning it took about six months to create this database. So it really depends upon how comprehensive you wanted to be before you open it up. If we waited about two years before we made it available online because we wanted to make sure it was bulletproof, but I hope that answers the question.

>> Yes. Thank you. Has positive results affected the blessed -- budget process. Our legislators likely to [Indiscernible]. How does this play out politically if at all?

>> I would say not really at all. One of the things that was learning to me I am new to government, was this has never been really seen as important or a high priority of the legislature. So I hate to say this. I even had one legislator senior person tell me on two different occasions with other people present that I don't want things to be improved because when one of my constituents has trouble they had to call me and then they both -- a vote for me. I would hate to be cynical and think that is the majority feeling. But I don't. But there are feelings all over the board. I think that we probably haven't done as good a job as we could although we tried in different ways to get the legislature under standing -- understanding this was really a process and productivity improvement. I think that too often people see a couple of words and make presumptions they know what they mean. And the words customer service commentated soft skills about people smiling and things of that nature. And so I think we -- in hindsight could have done a better job and maybe we shouldn't call it customer service. Maybe -- we should call it customer focus government or something different. But the choice of words in dealing with people that aren't going to spend enough time to really understand what you are doing is probably very important. So it is like the headline. And in retrospect I probably would not have called it customer service. Even though that is what it is.

>> Interesting. [Indiscernible] warp questions or services, have you convinced management to buy into such a push.

>> I think you have to start at the top. I think that the -- it has to be something that isa priority of the Governor. a priority of the Governor. If it is not the agency heads will be all over the board as to whether they care. You can have it -- just like it is to president Obama, he said this is important to him and he has documented that. I will add one little piece of information. Citizens see government as one entity. And if everybody on the team is doing a great job but it takes two hours of driver services, then citizens say government stinks. They paint with a broad brush. In my view it has to be in our case a statewide program, not an agency by agency. A Social Security administration in Washington would be perfect. And I know the Iraq to be very good because I have reason to deal with them as a taxpayer. But if there were a place that people frequently went to that they had trouble with they would forget the fact that Social Security and IRS do a great job and they would just say that the federal government stinks. And I do want to pay anymore taxes. So you about policy issues that come into play and you have productivity issues that come into play. You a copy of Citizen discontent that can create a revolving door of elected officials. There are all sorts of reasons why people should care. And I think that we in Georgia probably have not hit upon the perfect formula for making the people in the legislature care. So I would challenge everybody on this call to get that thought as you move forward to whatever degree you need to have their support. Bit about how you present it.

>> -- Think about how you present it.

>> We have a couple more questions. Would you like to take those?

>> Let's move on and come back. If you don't mind. Because it away to get to the end and mid something entirely.

>> Thank you.

>> Our third strategy -- I will go through our third and fourth strategy and then take questions. And it is the most challenging goal and one of the things that you

posed to me also was how do you get the employees into care. So that is why it is our most challenging goal. And in our case it is engaging over 115,000 people and exceptional services is just about how we treat people customers. How we make them feel and do we greet them probably or do we listen attentively do we seem to go the astronaut to help them. So they leave us feeling like we care. Those are the things. Those are the things that matter the most and developing a team that enjoys working with General. the public orgoo would be better suited in a backroom job. So it is recognizing the Longs in the customer position.

>> In our case for the state wide success and be the best and not have talked about service, we had to have uniform standards and commitments to customers. we couldn't have one agency saying here's what I'm going to do and here's what I'm going to stand for and here's another agency saying what I'm going to stand for because we would be all over the board. And if you are within a large corporation do have uniform standards. You have a lot of divisions but you have uniform standards. And then it would be unnecessarily costly for every agency to create their own training programs and surveys and so forth so OCF, our agency, worked with others in the enterprise to develop commonly needed tools so we weren't doing this work two or three or four times. Consistency is very important. As I mentioned earlier. And to be consistent employees must know where we're going and what is expected of them. We adopted standards in our recommend strongly that you do this to. Our uniform standards when we first started we had people like wardens that Britain the -- prisons or State patrol are people of that type or teachers in universities. They are still the most difficult group. Saying while I have a feature. I don't give customer service and this doesn't work for me. So we had everybody saying why it wouldn't work or go but we spent about three months and coming up with what are the five commitments that everybody could adopt and they would work with. Some agencies said well I have other commitments and we said that is fine, you can add anything else you want but these are the nonnegotiable five that we as a team are doing. So we didn't help people that couldn't have additional commitments. But at the end of the day the additional commitments disappeared so there was more conversation. But as a state we are committed to being under 15,000 people. We are all committing to being helpful and courteous. Accessible. We are not -- we won't hide behind voicemail or secretaries. Responsive. If you expect us to call back this afternoon we will. And knowledgeable to get the right answer the first time. Those words are cold so we asked state employees what does it mean when we say we should be helpful. And state employees came up with the slogans, helpful they said you can Count on me. I think everybody would get a copy of this PowerPoint so I won't go through every line but we created collateral materials like the stickers on the right and every three months we put out a new sticker and a campaign around being helpful. we didn't just throw it all out at once. We threw out the commitments we wanted that we put the training and development into the three-month waves so that people could practice it and brag on it and be recognized at -- recognized. We need to have collateral materials for the workplace and we did posters and stickers and a lot of downloadable things that people could print. we didn't have a budget for printing or stop so -- stop so -- stuff -- excuse me. We had to do things that were low cost. So after we came up with those commitments we made them the foundational part of training programs. So all training programs were aligned around those five commitments of being helpful and courteous and responsive and so forth. That is what we trained people about. We had those five commitments around customer service formalized in every employees annual performance review. They are rated on this. And they can get a promotional raise if they score poorly. So these are some of the ways we are trying to embedded into the system. Improving customer service is a key element in every agency strategic plan. We as a state each agency has to create a three-year plan and customer service has to be in there. We threw OCF mode -- maintain robust mitigation to inspire and maintain focus. We survey customers and employees and we recognize and show appreciation for jobs well done. Ongoing communications that catch the eye and inspire employees are vital. We can't just send people an e-mail and we have all kinds of experimenting with e-mails. But we started off by sending e-mails from the governor that had inspirational messages. And we learned that employees were cynical and they said there is no way the governor sent me an e-mail so they automatically deleted them. They didn't read them. That was surprising. we learned that the closer the e-mail comes from somebody that each individual employee reports to, the more likely they are to read it. So

universities went to having it come from the president of the university and people did it in different ways. We had to be creative with the message and the presence. So we had a monthly newsletter that was done very well. We also developed that -- is it mentioned earlier, stickers, coasters, posters, and many other materials. But most importantly we developed what I call and eat postcard campaign in every two weeks for 24 months we sent one of these postcards to over 90,000 employees. And these postcards would appear when you got an e-mail this is what you would see. You would see no text, you would just see this colorful poster. And it was -- so your whole screen filled up with that. And very easy to read. And they provided messages that would say that no matter what job you do you can go out of her way to do something extra that makes people feel good. So people had to understand what it is -- what was their role in this transformation. And how they could fill it. So I also categorize this as molding employee behavior into the desired activities. One of these eat postcard that one out and said and these are all true stories and photographs of real state employees, I helped an utterly citizen pump gas. who have you helped to date. It was and to get everybody who read it to think well maybe there is something I could do and maybe I could walk out of my office and do it right now. Another postcard said when they retire me couldn't reach us we took the money to her. The story behind that was it was an elderly lady who drove into Atlanta from a smaller town and couldn't find this agency to get her retirement check. It got lost in the mail and she needed the money so she was driving down to get it. She got lost and called the agency and was frantic. She was in her 80s. The Atlanta traffic was scaring her. So rather than trying to give this elderly lady directions, the employees said where are you. She said I'm at the McDonald's at this intersection. And our employee said weight their I will bring it to you. And she asked her supervisor that was okay and the supervisor said certainly and the employee drove the money to the citizen rather than trying to make an already flustered elderly person have more anxiety. In July, a couple of months ago, we won a national award from the national Association of the personnel administrators. They only give prewar the year. And we got an award for this innovative highly effective campaign. You have to engage your employees. And you'll notice on these postcards it says there's a call to action and no one says a submit your story and the next is be the next our. We were always mixing it up. But this call to actions were buttons that take you through to a website. And we had a website that had a story and we evolved the website into having YouTube videos that employees would send in on iPhone's and so forth. On the right-hand side you could send us your iPhone footage showing people smiling or caring or something. You could do a photo gallery of other people and what they have done. You could print collateral materials for the workplace. You could thank somebody else for a job well done. We found that employees were very -- when we asked people to brag on something they have done themselves we got no response. when we asked them to brag on somebody else we got tons of responses. So that is another learning. On the left hand side you can see we have postcard gallery with go back and look at prior postcards. On the right we had just a simple poll that people found time. And so we were trying to make this one. The poll in this case was in what year was the famous :-)) I can't created. The one on top of the smile. And employees let us to post simple questions but it is intended not to teach but intended to create engagement and getting people to go to the site.

>> Strategy number four is employee job satisfaction. And we learned that there is a direct link between job satisfaction and customer satisfaction or go if people delighted that there is no way they're going to do the best our. They may do a good job at never will be the best. We started measuring employee satisfaction and it is 67% today. And it has been holding steady despite huge cuts in our workforce and our workforce -- when we started this we had over 80,000 executive branch employees another 71. Best friends are gone and jobs are double that. Nobody has had a raise in over three years. On and on and on. Job satisfaction has helped steady -- held steady. Attracting people is not our problem. Retaining an engaging them is the issue and keeping good people is about how you treat them. So we have been working on how we treat people. And we have learned and we have synchronized our work with the great state -- the great Place to work Institute in Tampa this go that grades all the 14 companies every year. And we both shared our research and there are three things that are the primary drivers of keeping people highly engaged and performing and retaining them in your workforce. One is their relationship with management. And

that is called trust. Second is pride in their work they do and how they help communities and citizens. And third is a relationship with coworkers which is known as, robbery. -- To robbery.

>> 57 Thursday average scores ranging from 61 to 80%. The conference Board has done research that shows throughout the public and private sector job satisfaction is 49%. So we are nearly 20 percentage points better than the national average. And we are quite proud of that. And what we're working on now to improve job satisfaction is to inspire employees by building pride, communicating and creating open honest two-way dialogue and thanking people showing recognition for jobs well done.

>> when people start do the things that you expect and want them to do you have to tell them that you notice and make them feel appreciated. Recognition is a powerful motivator. So we developed a governor is employee recognition program and employees are constantly nominating people for one of these awards. We selected -- we have 150,000 employees and we select the best 12 each month. And have a quarterly ceremony at the Capitol. Employees are so proud to be winners that they bring their spouses and children. And they come from hundreds of miles away. George is the largest state is of the Mississippi so they can come from 200+ miles away to these. On top of that we have had an annual awards ceremony to recognize the best of the best. We have a panel of senior executives from the private sector select top 16 award winners for the year. And so there is no favoritism. The people making this election don't even know the employees and don't know very much about the agencies. We have a big awards ceremony at the large convention center in town. The governor is there. Chief operating officer and chief financial officer or there. And the governor present the winners with the crystal trophy. It is a very big deal and it doesn't cost money. A lot of money to celebrate and recognize that performance. Thing about it. A handshake and a personal thank you for the governor is huge to an employee who is from Mansfield Ohio in your case. I will stop and ask what questions you might have. I'm running a few minutes over. But I don't want to leave you behind.

>> We do have a couple questions. Do you have transaction cost for online by phone and in-person?

>> I don't afford the state of Georgia. I gave you information that Arizona State University did and it was \$50 in person and \$20 on the phone and \$.65 online. That is industry information. They have a center for excellence that is the WJ Smith Center for excellence that is funded by McKenzie and South with -- Southwest Airlines and Ritz-Carlton and a few other large donors. And is one of the two leading centers of excellence in the country. The other is at the University of Maryland which is in the core make center. -- It's not our core make but the University of Maryland and Arizona State do a lot of research or for private sector in this area at annual conference. I know the University of Maryland has training facilities that oral employees in the Reagan building. I'm not sure the a trainer what they trained but I know they have a presence on Capitol Hill. But that is the research from Arizona State University.

>> Thanks, Joe. Was the core customer service team in the governor's office made up of existence -- existing government employees or new hires?

>> I was our to here. I come a year before and due to retail experience the governor asked me if I would put together a program for you to consider so I did that. But I was running a law enforcement agency simultaneously. So I was here. The lady who runs our communications with here. And the rest of the people we hired because we needed certain skill sets -- such as lean management and training and change management. So the rest of the people -- it may be we had 14 or 15 people may be five of them were existing employees and 10 were people who we hired.

>> That is kind of a ballpark.

>> Thanks. You mentioned and correct me if I'm wrong. You mentioned there is research that told that your state visitors were looking for information rather than transactions. What information published anywhere.

>> What we did was we would have pop up surveys when somebody got to stay websites. The state has 200 websites. We started a web users Council and we are working intimately with eight agencies and now to build a business case. But what we did was post pop up surveys when somebody got to the website and we would ask them questions such as what are you coming here for today. And one of the choices was to complete a transaction and one choice was to answer a question or get information. So it was those surveys that were done by the various agencies and we got data from that. We

been also had satisfaction surveys that would pop up two minutes into the session to see how things were going. So we had two different types -- we have two different types of web servers. One when people first get there to understand why they are there and second, and you can set a time clock and so it is two or three minutes or whatever to find out how it is going. The that is where recover data. It is real data and real Georgia users and real Georgette websites. It is simple for you guys to do that also.

>> Thank you. We don't have anymore questions at this point but as a reminder if you do have a question we will be taking them again at the end.

>> I hope I'm not boring you.

>> You are very thorough.

>> Let's move into number five. And that is keeping score. And there've been some -- that the party had us a -- quote if you are not keeping score then you are practicing. Our governor used to recite that often. Identity when the question came up how do we know where we are? We survey our customers every year. And we have identified four distinct types of customers and we survey each of them independently and then we aggregate scores. We provide a service to citizens, to local governments, to business and professional people, and to each other by OMB provide service to other agencies. We have internal service provision and the others. Our customer satisfaction currently is 74%. To give some perspective to it they give us -- University of Michigan does of surveying for you all and they are American customer satisfaction Index group, report that -- and I didn't want to single any company out the people in the cable industry score 50 and Nordstrom's scores 80. We score 74. We are not bad but where I mentioned to be the best. But I think we have a lot to be product. Citizens are currently rate as the highest at 76% and we rate each other the lowest at 71% and that is interesting. So jot down any questions you might have about that. I am very glad the president Obama Executive Order articulated states as customers. I've had many conversations with senior people in administrations who 18 months ago really were not even thinking about states as customers but their hope Ross us was beginning. And I was glad it's evolved so that states are in the Executive Order and I am not saying that selfishly. I am that -- think that -- I would argue that states might indeed might be your biggest customers. The federal government appropriate the money. We are at the state level often the service providers. Many have not -- if not most government programs -- we provide a service whether it's education or Health and Human Services or unemployment compensation, transportation and the list goes on. So I see many opportunities for collaboration between federal agencies and state agencies, Dan -- I see all too often that'll agencies may say some sort of exposure draft about what you think about this. But are not truly engaged at the state level to develop outcome based regulations. They are more prescriptive. And then the work in Maryland but they may be costly to implement in Georgia. So a suggestion that I would make to people that are on this call for the federal government is to really engage and get in touch with the people that spend your program dollars so that the rules and regulations and so forth that your agency promulgates our broad enough to give you the accountability you need but also to enable the state to be focused on outcomes, not shoveling paper and spending money doing it. So you want the maximum -- want to maximize program dollars that get to the people that need the money.

>> And I see from what I have done with various agencies that there are very large opportunities for collaboration that is not occurring. So I think to me it is very important that that isn't the Executive Order.

>> From the surveys where we showed 70% satisfaction, we used the data that comes out of the surveys to determine what our priorities are for the next year's work. And people still are focused on more convenient and less time. And it from the surveys people tell us -- these are not the Internet surveys but the statewide surveys before groups I just mentioned. Totally different surveys. And the surveys are done by Georgia State University said they are strategic -- they are statistically valid with the proper amount of bigger and so forth. They are not done by Joe in the backroom. Customers want us to put more on the Internet. They want processes to be faster and they want to get more of their business done on the first phone call playmate. So those are the things that we are working on. Something interesting that we learned and we never thought about but it makes sense. Is the customers in smaller communities have an entirely different expectation about customer service. People that live in New York or Atlanta or Washington might be

used to text messaging and abbreviations and banks and real brevity. When you get to a smaller community like Charlottesville or Leesburg people in those towns consider that route. -- Rude. It is important to know your audience and what is acceptable to somebody in Manhattan as good customer service is not necessarily acceptable to people in Rhinebeck New York.

>> Our commitment survey last fall was around the theme of making every day count. And as I conclude I hope that you will see that government doesn't have to have a lot more money to provide better service. We are not hiring more employees and we have not bought technology. We are not paying consultants. We're speeding up processes by acting on our own employee feedback. We're simplifying services by professionally managing our existing call centers. We are creating culture that is consistently helpful and courteous and proud of the job they are doing. And I guess simply put we are using existing resources to get better results. To my knowledge what we are doing is unique in government. There is a lot at theoretical but this is not conceptual. This is a tried. This is working. We have been very successful and what I shared with you can be transferable to any government entity. It is not unique to us or our state. Now you might ask what is important in sustaining this. And that is the question that I will -- always, so our first slide has things we believe are important.

>> Putting it in mission and vision statements are putting -- and making it part of strategic plan and putting in job descriptions and performance reviews. Making it the foundational elements of training and recognition programs. And making our expectations part of the service level agreements or SLA and vendor contracts. And I would say have the courage to be accountable for continuous improvement by measuring and reporting on what you learn from those measures. So I have one more slight to cover but that is a wrapup. If time permits. I would rather stop now and see what other questions you might have. We don't have any additional questions. I think you've given us a lot to think about. So again as a reminder 10 minutes left so if you do have questions please think of them and take -- take Joe's brain. It is a valuable resource.

>> I will go to the next slide but I'm not hanging out. You can take you now up on that if you have something you are interested in. Here are recommendations that I would make you based on. For this to work it has to be a priority on people on the top. 30-year-old people in middle management and supervisors can all of all the passion in the world but they don't have the ability to set the direction of the agency. The people at the top aren't all over this and then you have a very difficult time. So that is quite important. For my retail experience I spent 30 years living in our stores. And again they were all over everywhere east of the Mississippi so I was out of town four or five days every week for 30 years. And making things work for the customer isn't hard. If you are in the store and customers are repeatedly asked for this or say something doesn't work all you have to do is fix it. And what I would encourage people in government to do is to listen to remind people and as often as possible get out of their offices and go to the front lines to observe what is happening. People on this call probably have the authority to make changes that would make life easier for the customers. And Chula Vista you will come back and say why didn't somebody think of that before. You will come up with the answers. I think in government we can do over Kabul Kate and I alluded -- alluded to that before or go we tend to have sessions where we identify all the stakeholders. And I will be blunt. Forget that. Who is the primary customer. Is somebody coming in is a teenager who is -- music drivers license or a truck driver who need an over the road license. Don't over complicate it by trying to create some enormous org chart that shows everybody in the world who might possibly have input into this. You will get nowhere. I remember being on a plane and going to the University of Maryland several years ago and on the plane I read a report on how to develop customer service and written by one of the consulting firms whose name you'll recognize and I won't say. And when I got off the plane I said if I'd read this before the governor asked me to develop the program I would've been so paralyzed that would never have gotten started. It was so complicated. And getting the job done is simple. So that would be my best advice. What I found in our stores is if you focused on the frontline needs the back room will come into alignment. I think too often people are focused on how do we make perfect our backend processes so that they work for the front end. If you focus on the front end, the back room will pretty quickly come into compliance because it will be conspicuous what is

isn't -- isn't working there. If you start on the backend you might be developing solutions that the customers don't care about. So I would absolutely not get all tied up in trying to figure out all of the internal connections. The third thing is asked customers and employees with a need and act on their feedback. The fourth point is very important that your results -- oriented. You are not try to play Spain more by Paul. These are just the facts because where we want to go. So people would always ask me like I said we had 32 call centers and they wanted to know who are the worst performing call centers. I will produce information that says here are the 10 best. And through peer pressure everybody wanted to be on the list of 10 best. I do need to criticize the 10 worst. If you start to publish lists of who was bad behaviors then they won't want to work with you. They will void you. So you celebrate the good behavior and to work to improve the people that need help. What you don't have to -- I think it is a bad motivational thing to find fault and publish lists of the lower performers because of that is a total turn off. I think as it relates OMB might not like this at all but I think it is very important legislative we as well as internally that you don't promise what you are doing is saving money or go were cutting jobs. You are merely doing a better job with existing resources. Agencies and employees know the drill. If we start talking about saving money they know somebody is going to come and take it. So they are not going to play ball with you. So our office never talked about -- and what agencies case there were 31 people that did a job and today 70 people do that. They redeployed those 14 people. But we never went to our OMB if that there are 14 fewer people that needed to do that job. The agency needed them somewhere else. And if we had been going around bragging about money we saved agencies that would have not wanted to be a part of this program. And then finally you need to measure progress to drive accountability.

>> I would very much love to -- I'm passionate about this and passionate about the fact that government can work just as well as any organizational -- organization on the planet and I think government workers get a bad rap unnecessarily. And I think the government world can change maybe not overnight but continuously over time but it is not a impossible task and not a 20 year program. I think you are talking three I think you are talking 3 to 5 year horizons. And I would be proud to help any of you if I could in any way. And thank you for your time and lists -- listening to me and began what I shared with you is something that I guarantee you will work and pump up your employees because they will be the people developing these solutions.

>> Thank you so much Joe. Will you be able to send out your contact information to attendees at their questions?

>> Sure.

>> I will pass it over to Sheila Campbell the director of the Center for excellence in digital government here at GSA and she will wrap it up. So Sheila Rexx

>> July by the repair [Indiscernible].

>> Thank you Jenelle thank you for the university team and the work he did. Thank you Joe. You boys been so generous from sharing your experiences from the state of Georgia and we have a lot of those federal and state votes on the line and I think it is important for us to learn from what you guys are doing at the state level as well. You are providing a lot of fantastic and important frontline services. I think we're really pleased with this turn out today. We will follow-up with providing your slides and I also want to call people's attention to the fact that we have some great resources on how to Gov -- .gov to carry this forward. There is some good branch practice their about the customer experience and so we will also be expanding that content over time. This is obviously the big focus of the administration and the work that many of us are doing in our agencies. I know some folks may be coming from the call center world another post coming from the web world and what way we see it is all this work needs to be integrated and built into the database as a process that we have at our agency everyday because we are really delivering the optimal customer experience. So want to thank you all for joining us and if you have ideas for future webinars that we can be offering in this area please let us know. This is going to be continue -- continuing to be a important priority for us. Joe thank you for sharing your ideas and strategies with us today.

>> You're welcome, Sheila. It is good to hear your voice.

>> It is good to hear from you as well and we will continue to be in touch. I also want to call people attention to the recent national dialogue on improving federal websites that we just concluded. And there are some really important and good ideas

1840335.txt

-- in their about improving customer experiences and online experiences. Even though the dialogue is ended you can go in and see the good ideas. We are going to be producing a report out of that's owed know that will be of interest to the community as well. So thank you Joe, and we invite you to chime in there as well.

>> I do think -- they -- think you all are doing a fabulous job and the websites with how to use of the best in class.

>> Thank you so much. Thanks everybody and hopefully have you on another webinars shortly.

>>