EXHIBIT A

City of Portland Customer Service Expectations

Customers of the City of Portland, can expect:

- 1. Courteous and respectful treatment at all times, in a friendly manner.
- 2. To be listened to and heard by staff.
- 3. Timely service when seeking assistance by phone, e-mail, in person or any other means of communication.
- 4. Services to be accessible during reasonable business hours.
- 5. Reliable, complete, and up-to-date information from knowledgeable, competent and cooperative staff.
- 6. Appropriate explanations as to the extents and limits of the services provided.
- 7. Processes that are openly and clearly articulated, and that are predictable, logical, streamlined, fair and legal.
- 8. Actions, which are both fair and ethical.
- 9. A commitment to the continuous improvement of services, processes, and programs and that comments and suggestions are encouraged from us to facilitate this endeavor.
- 10. Personalize, solution-oriented communications, which offer options to resolving issues.
- 11. Support in solving problems we may encounter with City processes.
- 12. An adequate level of staff that is cross-trained during all business hours to meet our needs.
- 13. Clearly defined avenues for resolving disputes or service delivery issues.

Staff Workplace Aspirations Needed To Achieve Customer Service Excellence

As employees of the City of Portland, we:

- 1. Act with integrity and are treated with respect;
- 2. Cooperate with and support one another;
- 3. Share ideas and experiences that enhance our work performance;
- 4. Support a work environment where both suggestions and constructive criticism are respected;
- 5. Give and receive appropriate acknowledgment for our efforts;
- 6. Understand the nature of each other's work;
- 7. Strive toward more effective communication with co-workers and the public;
- 8. Need the appropriate tools and training necessary for enhanced job performance;
- 9. Need a reasonable work load:
- 10. Need realistic time frames in which to accomplish our work.

EXHIBIT B

Bureau Innovation Project (BIP) #7

Recommendations

Recommendation #1

Team #7's Recommendations for all City Bureaus/Offices

Overarching Goals

- 1. City adopts City of Portland Customer Bill of Rights and Staff Workplace Aspirations. (Attached)
- 2. Support a customer service culture by required explicit goals and values embedded within each bureau/office's mission for both internal and external customers.
- 3. Develop a City wide program to recognize City staff who exemplify the City's customer service goals and values.
- 4. Establish a Customer Service Advisory Committee to monitor, assess and recommend continuous customer service improvements to ensure consistency throughout the City.

Assessment Goals

- 1. Identify key customer group values and behaviors to best provide the services that meet the needs.
- 2. Conduct customer service surveys to assess timeliness, accuracy, helpfulness, expertise and availability of information. Work toward biennial statistically valid surveys where appropriate.
- 3. Establish customer service evaluation programs using tools such as anonymous shoppers and customer service focus groups for both internal and external customers.

Employee Goals

- 1. Expand customer service training opportunities for all employees.
- 2. Empower employees to resolve complaints and increase responsibility and accountability.
- 3. Emphasize customer service criteria in job descriptions, recruitment efforts, and employee evaluations.

Recommendation #2

Team #7's Recommendations for Specific Bureaus

- 1. <u>Human Resources</u> Develop customer service elements for job descriptions, job recruitments and performance evaluations. Develop generic customer service training materials and coordinate customer service training.
- 2. <u>Auditor's Office</u> Evaluate the possibility of adding questions to the Annual SEA Survey to help measure customer service satisfaction across the City.
- 3. <u>BTS</u>: Support the Customer Service Advisory Committee by the development of a "PortlandOnline" sub-site as a customer service forum.

Overall Timeline

Implementation should begin immediately and be fully integrated by July 1, 2008 pending budget approval.