

- Completed and on-going
- ⊖ Partially completed, in process, or not stated explicitly
- Not completed

	Bureau Practices				Workforce Development		
	Report	Mission & Goals	Strategic Plan	Survey	Recruitment	Appraisal	Training
Cable Communications & Franchise Mgmt.	●	⊖	●	●	●	⊖	○
Children's Investment Fund	●	○	⊖	○	○	○	○
City Attorney	●	●	●	●	⊖	●	⊖
City Auditor	●	⊖	⊖	⊖	●	●	⊖
Development Services (BDS)	●	●	●	●	●	⊖	●
Emergency Communications (BOEC)	●	⊖	⊖	⊖	○	⊖	●
Emergency Management (POEM)	●	⊖	⊖	⊖	●	⊖	⊖
Environmental Services (BES)	●	●	⊖	⊖	●	●	⊖
Fire / Police Disability / Retirement Fund (FPD&R)	●	⊖	⊖	⊖	●	⊖	⊖
Fire, Rescue & Emergency Services	●	●	●	●	●	○	●
Government Relations	●	⊖	⊖	⊖	⊖	○	○
Housing & Community Development (BHCD)	●	⊖	⊖	⊖	⊖	●	⊖
Management & Finance (OMF)	●	●	●	●	⊖	⊖	●
OMF/Revenue Bureau	●	●	●	⊖	●	●	●
Neighborhood Involvement (ONI)	●	⊖	⊖	○	●	●	⊖
Parks & Recreation	●	⊖	⊖	⊖	●	⊖	●
Planning Bureau	●	⊖	⊖	⊖	●	●	○
Police Bureau	⊖	⊖	⊖	●	⊖	○	●
Portland Development Commission	●	●	●	○	○	●	○
Sustainable Development (OSD)	●	⊖	⊖	⊖	○	○	⊖
Transportation (PDOT)	●	⊖	⊖	○	⊖	⊖	⊖
Water Bureau	●	●	●	⊖	●	○	⊖
Mayor Tom Potter	●	●	●	⊖	⊖	⊖	⊖
Commissioner Dan Saltzman	●	○	○	⊖	○	○	⊖
Commissioner Randy Leonard	●	●	●	○	●	○	⊖
Commissioner Sam Adams	●	⊖	●	⊖	⊖	○	⊖

2007-8 City of Portland Customer Service Improvement Efforts Status Report

***Note Regarding Large Bureaus** – *It would be helpful for the CSAC to obtain more specific information regarding specific division efforts with regards to customer service improvements in addition to the general report for the larger city bureaus. In many of the large bureaus, particular divisions operate largely independent of other divisions within the bureau. We have encountered examples of divisions that undertake extensive customer service improvement efforts independent of other divisions within the bureau and largely independent of the bureau itself. One excellent example of this is the work undertaken by the Revenue Bureau which is technically a division of the Office of Management and Finance. As is detailed in the OMF section of this report, the Revenue Bureau has undertaken significant customer service improvement activities and has provided the CSAC with a status report specific to these efforts. There are several other divisions within OMF (BTS, HR, for example) that the committee believes have also undertaken division specific customer service improvement efforts but that we have no information based on what was provided by the bureau. The CSAC would improve its ability to accurately capture the customer service efforts of the city as a whole by receiving this more specific information from the larger city bureaus that have divisions that have undertaken division-specific customer service improvement efforts.**

Cable Communications & Franchise Management

Customer Service Status Report – Yes.

Mission/Goals/Strategic Plans – The Office of Cable and Communications and Franchise FY 2008-09 Workplan makes several references to customer service improvement elements in its Goals and Objectives. Its role in enforcing cable franchise requirements and assisting community members in complaint resolution regarding cable communications involves intensive customer service to many different customer groups. Their utility franchise management role benefits from good working relationships with industry allies. In 2007 they went through an extensive strategic planning and team building process that resulted in some strategic directions with a heavy emphasis on both internal and external customer service improvements. These elements include fostering a high functioning team, expanding and strengthening collaborations and focusing on service of the greater community interests.

Surveying – The bureau conducts periodic customer service surveys relating to specific programs and projects as well as an annual survey of the Mt Hood Cable Regulatory Commissioners regarding their staff support role for the Commission. A good example of recent project specific survey was with regards to gathering community input into the wireless antenna alternatives issue this past spring. They are also currently working on a very extensive community outreach effort – a Community Ascertainment process over the next year to survey Multnomah County residents about community technology needs as they prepare for cable services franchise renewals at the end of 2010.

Workforce Development – Customer service is a key competency that is weighed heavily in the hiring process, including recruitment and interviewing. The bureau’s performance planning and evaluation document they use evaluates skills related to customer service provision but does not directly evaluate customer service. No information about customer service training was provided.

Children’s Investment Fund

Customer Service Status Report – Yes

Mission/Goals/Strategic Plans – A mission statement was not provided. Their primary customers are grantees and also the general public as constituents who have an interest in how tax dollars are being invested. They stress accessibility and the use of their Website as key customer service tools for sharing information with the general public. Their Allocation Committee holds public meetings where all decisions regarding funding are made.

Surveying – They do not currently conduct any customer surveying. Surveying of grantees would be a good step in customer service improvement.

Workforce Development – No information about customer service efforts in workforce development was provided.

City Attorney

Customer Service Status Report – Yes

Mission/Goals/Strategic Plans – The City Attorney’s Office has very explicit mention of customer service in both its Mission and Goals statements. They also have some very specific written customer service expectations in their Work Plan, such as 24 hour response times to legal requests, no automated phone systems, increased front desk coverage and enhanced training for front line staff. They make special mention of the importance of their frontline staff’s knowledge and experience in assisting customers.

Surveying – The City Attorney’s Office’s primary customers/clients are the employees of city bureaus who use their legal services in an official capacity. The Attorney’s Office conducts regular surveys of its customers. A survey was conducted in 2006 and another was completed May 2008. The survey does a good job of incorporating the principals of the CSAC Surveying Guidance Document in assessing some of the aspects of customer service that were identified in this recommendation (timeliness, accuracy, helpfulness, expertise and availability of information).

Workforce Development –The City Attorney’s Office recently increased its front desk coverage and enhanced its training program for these staff. They also have a backup staffing system in place to ensure adequate coverage to handle all legal requests they receive. The Performance Evaluation document they use includes customer service.

While a few individual staff members have participated in customer service training classes, they have not gone through an agency wide effort to offer customer service training to staff. No specific information was provided about customer service elements in their recruitment and hiring.

City Auditor

Customer Service Status Report – Yes

Mission/Goals/Strategic Plans – The Auditor’s Office mission statement does not mention customer service directly, although some division goals do address customer service.

Surveying – There are no customer service surveys conducted generally for the City Auditor’s Office, although a couple of divisions (Ombudsman and IPR) do conduct regular customer surveys. Some general results of these two surveys have been provided but no detailed results were provided to the CSAC.

Workforce Development – Based on documents provided, the Auditor’s Offices appears to incorporate customer service well into most aspects of their workforce development including the recruitment/hiring process and ongoing performance reviews. No specific mention of customer service training for staff was made in their report. The report mentions an annual solicitation from employees for customer service improvement suggestions, but no results from this effort included in report.

Development Services (BDS)

Customer Service Status Report – Yes

Mission/Goals/Strategic Plans – BDS has put tremendous emphasis on improving customer service over the past 5-6 years. Customer service is reflected in several of the bureau’s key planning documents, including their Mission, Goals and Values; Management Principles and Expectations and Employee Handbook. They are currently undergoing a strategic planning process that includes customer service as a key focus. They have implemented several initiatives over the past several years to foster this focus on improving customer service including: the creation of a Customer Assistance Team, revamping hiring and training programs, expanding communication and community outreach efforts and several modifications to policies and procedures for the review and permitting processes.

Surveying – Since 2002, BDS has dedicated significant resources to conducting extensive annual customer service surveys. These have included both phone surveys and focus groups. The information from these surveys has been used to identify areas for improvement. BDS has used a couple of different contractors to conduct these surveys. The CSAC suggests other city bureaus use these survey efforts as a model.

Workforce Development – The bureau has established an Outreach Committee that develops recruitment plans for each open position in the bureau. The plans include methods for reaching diverse populations with diverse backgrounds. Interview panels are educated on communicating with people from diverse backgrounds and include interview questions related to customer service. Customer service is a key skill evaluated in the hiring process.

The BDS Labor-Management Committee is currently “piloting” a recently created a performance review process. All managers are participating and represented employees can volunteer to participate. The performance review form being used includes customer service as a competency that is evaluated.

Customer service training has been a major emphasis for the bureau over the past several years. All staff participate in formal customer service training provided by outside contractors. Refresher trainings are periodically conducted. They have recently put together an internal Front-Line Orientation to better equip front line staff with information about the various functions of the bureau. They have been working with a consultant on Interest-Based Problem Solving training and “I Contact” customer service presentations focused on helping employees feel good about themselves to be able to provide excellent service have been given to all staff, They are planning another refresher customer service training course to be conducted this year.

Emergency Communications (BOEC)

Customer Service Status Report – Yes

Mission/Goals/Strategic Plans – BOEC recently updated their 2004 Strategic Plan to address their internal planning process. Their 2007-2009 Strategic Plan makes only indirect references to customer service in its vision, mission and values. The plan addresses some specific efforts with regard to customer improvements with partner agencies but makes little mention of improving the general public’s contact with 911.

Surveying – BOEC normally conducts an annual survey of its partner agencies but does not conduct a customer survey of callers to the 911 or non-emergency switchboards.

Workforce Development – Training is the element most emphasized in their status report with regard to BOEC’s customer service improvement efforts. They have been revamping their training curriculum over the past year. A key element of this training is customer service skills. After the completion of the initial training phase, supervisors regularly conduct call reviews for all staff as an ongoing training tool. They have also conducted some continuing education opportunities for employees with regard to customer service. Their performance appraisal form and recruitment and hiring tools make indirect references to customer service.

Emergency Management (POEM)

Customer Service Status Report – Yes

Mission/Goals/Strategic Plans – Information provided in the report indicates POEM is currently developing strategic plans that will include specific customer service goals and objectives addressing service levels provided to the public, customer bureaus and employees. They are also formulating a formal customer service plan and are currently working on some process improvements such as a more user friendly website, employee training and providing information resources in multiple languages.

Surveying – POEM is currently drafting a customer service survey as part of its customer service plan.

Workforce Development – Within POEM’s current recruiting practices, customer service language is utilized within the knowledge, skills and abilities portion of its job announcements in order to specifically attract candidates whose experience reflects commitment to customer service. Future plans include additional training opportunities, setting customer service standards, and reviewing evaluation methods that accurately promote and assess customer service provided by employees on a yearly basis.

Environmental Services (BES)

Customer Service Status Report – Yes

Mission/Goals/Strategic Plans – BES includes customer service elements into a variety of bureau mission and value documents for both the bureau and particular departments within the bureau. These documents include their Employee Manual, a 10 Management Principles document, Expectations for Participating on Project Teams document, System Development Division Principle of Customer Service document and its performance review template. BES’ customer service efforts focus primarily on community outreach with regard to sewer development and watershed projects.

Surveying – BES regularly conducts geographically targeted surveys for particular projects. In 2005, they also used a private contractor to conduct a telephone survey for the entire bureau to assess public perceptions about water quality, awareness of and support for BES services, projects and programs and to determine the level of support for increased fees to meet future needs. They are planning to conduct another similar survey in 2008. This survey could more explicitly ask for feedback with regard to customer service because the 2005 version did not specifically address the bureau’s customer service delivery.

Workforce Development – The bureau has incorporated customer service well into its hiring and evaluation processes. Customer service concepts are integrated into its interviewing process as well as employee performance reviews. The concepts are incorporated into its management/supervisory training and employee protocols/expectations. They have two standing committees that continue to address many issues related to improving customer service, the Committee for Workplace

Excellence and the Management Excellence Program. There was no indication of any formal customer service training effort for bureau staff as a whole.

Fire/Police Disability/Retirement Fund (FPD&R)

Customer Service Status Report – Yes

Mission/Goals/Strategic Plans – The existing FPDR Mission, Vision and Values statement incorporates significant customer service elements. FPDR has been undergoing an audit in 2008 to help them form strategic work plans to be implemented over the course of the next couple of years. They have adopted a customer service philosophy with regards to their regular policies and procedures from ensuring timeliness of responses to requests for information to regular communication with members, community and business partners.

Surveying – FPDR has historically conducted periodic customer surveys over the past decade but has not conducted a survey since 2004. They plan to incorporate customer feedback tools into their current strategic planning process.

Workforce Development – A great deal of staff turnover has occurred over the past year, including a new Director. Recent recruitment and hiring practices emphasize customer service experience and candidate's customer service abilities. All interviews include specific customer service related experience. A few of specific job positions have gone through customer service training as part of their continuing education training. Customer service is a regular item of discussion in team meetings.

Fire, Rescue & Emergency Services

Customer Service Status Report – Yes

Mission/Goals/Strategic Plans – As part of their 5 year strategic planning process, the Fire Bureau develops goals and strategic themes. Several of their principles and goals deal specifically with customer service and one of their key strategic themes is customer service improvements. They hired a consultant to assist in the 5 year strategic planning process for 2005-10.

Surveying – Part of the strategic planning process is a formal customer survey, last conducted in 2004. They will likely conduct another survey in 2010. They also have been using an online TrackIt customer service survey on their Website but the response rate is very low.

Workforce Development – In 2002 and 2008 the bureau hired a private contractor to complete an in depth survey and develop a workforce development plan with the goal of improving the bureau work environment by reviewing and assessing the work environment as it related to working relationships among multi-cultural personnel. This work resulted in a Cultural Assessment Implementation Committee charge with

implementing recommendations such as employee training, hiring, career development and complaint process review. As a result staff have participated in more than 12 hours of training in the areas of cultural competency and customer service, employee orientation materials have been enhanced, and hiring and recruitment practices have been revised to emphasis diversity development in the workforce. As part of the bureau hiring process all applicants go through an oral interview process. Several of the oral interview questions specifically target customer service skills and concepts. The 2008 organizational reassessment results are currently being compiled and a presentation to council is expected later this year.

Government Relations

Customer Service Status Report – Yes.

Mission/Goals/Strategic Plans – Government Relations has a unique group of customers, primarily internal city employees, because their role is to effectively advocate the needs of the city to federal, state, regional and other intergovernmental agencies. No specific mission/goal statements referenced customer service, however they did indicate a couple of their current primary goals are customer service focused. One goal is to increase communication efforts to their internal customers. They have been focusing on fostering a reputation for being fully accessible, capable of understanding city concerns and being effective advocates for the City. Another goal is to identify other customers of the office, such as other elected officials and their staffs, other intergovernmental agencies and the general public.

Surveying – Government Relations is working on a more comprehensive customer service survey following the 2009 legislative session. They discontinued surveying after the 2001 session but are looking at bringing back a new and improved, more useful tool.

Workforce Development – In the past year they have successfully filled 3 new office positions in which customer service was a key component of the job description as well as of the hiring process. No specific information was provided regarding customer service performance evaluations or staff training.

Housing & Community Development (BHCD)

Customer Service Status Report – Yes.

Mission/Goals/Strategic Plans – The bureau's current mission, vision and values statements do not directly reference customer service. They are planning to add a specific reference to customer service in their Mission, Vision, Value's statement. They also indicate they are in the process of establishing some specific customer service benchmarks. BHCD has somewhat unique customer groups. Although they do not provide direct service to individual members of the public, they do work with grantees, partner social service agencies and the public at-large in forming policy and strategies.

Successful community involvement and working relationships with partners are crucial to BHCD's success in carrying out its mission.

Surveying –BHCD does not conduct any type of customer surveys at present. They have plans to begin surveying grantees and contractors and would appreciate technical assistance in developing an effective survey tool.

Workforce Development – As part of their employee evaluation process, BHCD conducts 360 degree reviews that include feedback from the employee's supervisor and other city employees and partners/contractors with whom the employee has worked. They are planning to add customer service elements to their job descriptions for recruitment efforts. They state they do seek individuals who have core competencies needed to provide excellent customer service through their hiring processes. They are also planning on providing staff training on customer service in the near future and indicate technical assistant would be helpful in finding appropriate training content.

Management & Finance (OMF)

Customer Service Status Report – Yes . (CSAC recommends specific divisions within OMF submit reports such as that received from the Revenue Bureau.)

Mission/Goals/Strategic Plans – OMF has gone through extensive strategic planning processes over the past 7-8 years that have included customer service as a key component. The result has been some very specific customer service organizational values and goals as well as specific plans for surveying and training. Several divisions within the bureau, including Human Resources and Purchasing, went through "Rapid Process Improvement" processes in 2005. CSAC thinks it would be helpful to get further information regarding how these efforts have influenced the customer service efforts of specific divisions within OMF. OMF has acknowledged this and has requested this for future reporting.

Surveying – OMF, through a contractor, conducted internal customer service surveys in 2005 and 2006. The survey results are available online at <http://www.portlandonline.com/omf/index.cfm?c=46147>. They also began to conduct Focused Reviews with another contractor to look at individual department's processes and customer service improvement needs. These focused reviews consist of one-on-one interviews and in many cases customer service surveys. These are ongoing reviews and most divisions have not yet gone through this process. The completed reports are available at <http://www.portlandonline.com/omf/index.cfm?c=39707>. They are currently working on a customer service survey for 2008.

Workforce Development – Another key component of OMF's strategic planning efforts with regard to customer service is their employee training efforts. They provide just-in-time training through the Focused Review and Rapid Process Improvement activities. Approximately 120 staff completed a customer service training course in 2006. The status report indicates that the recruitment/hiring and evaluation process stresses

customer service as a key element but no specific information was provided regarding how customer service is integrated into these efforts.

OMF/Revenue Bureau

Customer Service Status Report – Yes

Mission/Goals/Strategic Plans – The OMF 2006-7 Work Plan included specific priority items pertaining to customer service improvements for the Revenue Bureau. The Revenue Bureau’s Vision and Values statements contain very explicit references to customer service. “Customer Focus” is one of their three core values in their 2007 Mission/Vision/Values Statement. Their work plan, strategic plan and succession plan all include very explicit references to customer service as a key emphasis. As a result of strategic planning efforts, they have implemented specific strategic plans including implementing new phone technologies and procedures as well as customer surveying, training programs and other specific process improvements. Some of these process improvements include adjusting staffing models to meet customer needs, developing e-commerce options, putting together Welcome Kits for new businesses and creating specific work units to address the particular needs of businesses.

Surveying – The Revenue Bureau currently surveys all online filing customers with an online survey, hands out a “postcard” survey to walk-in customers and is working on a customer survey for all customers to be implemented in FY 08-09.

Workforce Development – A new phone system has been installed that allows for call monitoring as part of a phone customer service coaching and training process. A work group consisting of both management and represented staff was created to design this call monitoring and coaching program. Standardized training in phone etiquette, dealing with difficult customers and listening skills is ongoing.

Along with the phone service training, a combination of in-house trainers and consultants has been used to provide standardized customer service training to all employees. The entire division participated in a 3 ½ hour workshop on customer service with intercultural customers.

The bureau has also completed a “secret shopper” review by representatives from Elders In Action.

Workforce Development is currently being addressed as part of a Succession Planning effort expected to be completed in 2008 and an additional \$20,000 was funded for the FY 08-09 budget for additional customer service training.

The Revenue Bureau has integrated customer service as a key element of the job announcement, job advertisements, interview questions and applicant evaluation. As of September 2008 all bureau staff will receive regular performance evaluations that include

customer service as a key competency to be evaluated. Previous to this all staff except for DCTU employees were being evaluated in this manner.

Neighborhood Involvement (ONI)

Customer Service Status Report – Yes

Mission/Goals/Strategic Plans – No formal mention of customer service was made in the bureau's current mission statement although there are elements of customer service in the work plans of many of its programs. The bureau is currently undergoing a strategic planning process to review the mission statement and develop bureau goals. Customer service has been identified as a key area to be addressed in the goals.

Surveying – There are no customer surveying efforts currently in place.

Workforce Development – Customer service is a key skill incorporated into the bureau's recruitment/hiring efforts and in a portion of their formal performance evaluation document. Some staff have participated in a variety of customer service training courses but no bureau wide effort has been undertaken.

Parks and Recreation

Customer Service Status Report – Yes.

Mission/Goals/Strategic Plans – The bureau's Vision, Mission and Values statement makes some mention of values related to providing customer service. Within Parks there is an ongoing effort to develop and implement a comprehensive Customer Service program. The bureau is working with managers to define customer service procedures, goal and objectives in each of their programs. Improving service delivery is a key result area within the Bureau's 2008-2011 Strategic Plan. A high-priority project identified within that plan is the development of a service delivery strategy, which includes defining standards for service.

Since March 2008, PP&R has been developing a system-wide standard for customer service at its community center and pools. Through this Customer Service Standards project, the bureau is working to identify current levels of customer service, as well as opportunities and tools for improving that service. The project committee has established a set of standards that define core expectations for customer service at PP&R sites. Using those standards, PP&R will conduct assessments to determine necessary improvements in service delivery, as well as define the tools needed to help facilities and facility staff meet expectations.

Surveying – A standard policy for regular surveying the bureau's customers and the public as large is in process. This includes seasonal park intercept surveys for users as well as annual phone surveys on recreational needs and how those needs are currently being met. This survey was conducted by Portland State University.

As part of the bureau's Customer Service Standards project, PP&R has developed an online satisfaction survey for customers of community centers and pools. The survey, which is expected to go live in September, asks questions about the quality of the facility, service received, and staff professionalism. PP&R will also be utilizing a variety of tools and systems to develop a clear understanding of customer experience at community centers and pools.

In addition to addressing customer service in community centers, PP&R is working to improve responsiveness on maintenance of developed parks. With support from the Sloan Foundation in the form of a \$138K grant, the bureau is currently developing ParkScan, a website for park users to report park maintenance concerns, for launch in Spring 2009. Reports made on the ParkScan site will go directly to park maintenance supervisors. All comments and the supervisor's response will be publicly viewable, as well as used by PP&R to generate yearly trend reports on common concerns and questions.

Surveying **internal** customer satisfaction is also a goal. Through the Customer Satisfaction Questionnaire, distributed to work unit crew leaders since May 2008, PP&R has gauged the effectiveness of services offered by Central Support Services work units such as Structures, Turf, Irrigation, Athletic Fields and Equipment. Initial results, at a return rate of about 10-12 percent, have consistently rated services at an "excellent" level.

Annually in May, PP&R conducts a survey of all employees to gauge satisfaction amongst permanent, seasonal and voluntary staff. Data is analyzed in a variety of ways such as mgrs/sups vs. field staff or by department. The Employee Survey is similar year after year, so that PP&R can gauge progress or slippage over time and make adjustments to the organization accordingly. Some of this information is also used to develop the annual work plan for the Employee Communications Committee.

Workforce Development – PP&R includes customer service experience and competency as part of the recruitment and hiring processes for all employees. They also have a new employee orientation that all new hires go through that includes customer service expectations as a key component.

Customer service training is provided for all front line staff. In 2007 and 2008, PP&R partnered with the Parks Foundation to provide culturally competent customer service training for employees. The Customer Service Center staff receive annual training in both customer service and working with difficult individuals.

Progress reviews for "customer service employees" include customer service as a primary measured component of work. It does not appear that this competency is part of all employee evaluations.

Currently (and always growing), PP&R collaborates with over 90 friend and partner groups. Together these groups collaborate with PP&R to deliver programs and services

to the public-at-large. In addition to these groups of friends and partners supporting the paid workforce – delivering direct services to customers -- PP&R enlists the help of thousands of individual volunteers, logging in nearly 500,000 hours annually. This is the equivalent of over 200 FTEs and a conservative value of \$5 million. Customer service training for these individuals is not yet formalized.

Planning Bureau

Customer Service Status Report – Yes

Mission/Goals/Strategic Plans – As the big picture planning entity for the City of Portland, the Bureau of Planning’s primary customer service effort is to effectively communicate and engage every member of the community in its efforts to create long range goals, plans and strategies to guide Portland’s future. When creating its 2006-2010 Strategic Plan the bureau stressed improving its community outreach efforts and communication strategies to more effectively engage the community in the long range planning efforts. The bureau’s Mission, Values and Objectives statement includes few direct references to customer service efforts outside of these communication and outreach efforts. Specific customer service efforts identified throughout the work plan include enhancing and strengthening the District Liaison program; improving the Bureau’s website; making all documents available electronically for easy access; hiring a Communications Specialist to work with staff to improve both internal and external communications; hiring a Youth Program Coordinator and three Youth Program Aides to engage the youth of Portland in city planning and policy development; translating documents into Spanish and Russian languages to involve those communities more fully and establishing flexible services contracts for future translation services.

Surveying – As part of the strategic planning process, the Planning Bureau conducted stakeholder interviews of some key city employees and partner agencies. Regular surveying of external customers is not currently a part of their activities.

Workforce Development – The Bureau routinely asks questions about public outreach, engagement, and involvement skills and experience as part of the interview process for planners, managers, and administrative staff, including specific questions on dealing with frustrated or angry constituents and working with diverse groups and individuals. Interview panels are briefed in advance about appropriate and inclusive interviewing techniques. Performance evaluations for all bureau employees include assessment of customer service skills for individuals. No indication was provided with regard to specific customer service training given to staff of the bureau.

Police Bureau

Customer Service Status Report – Yes

Mission/Goals/Strategic Plans – The Police Bureau’s status report indicates that “Service” is a written value in their Mission, Values and Goals statement and that customer service was emphasized as a significant issues category in their FY 2008-09 requested budget.

Surveying – The bureau conducts an extensive external survey of the community bi-annually. Results are available on their Website at <http://www.portlandonline.com/police/index.cfm?c=29864>

Workforce Development – The bureau’s Personnel Division has made recent changes to the recruitment process for Police Officers. The goal of the changes to the testing and recruitment processes was to improve the quality of the candidate pool. No specific mention was made of customer service skills being emphasized as part of these recruitment and hiring efforts outside of the Recruited Officers Advanced Academy.

The report indicates increased emphasis on customer service skills in recent training efforts. In 2007 an hour long class on customer service during traffic stops was part of the In-Service training for all police officers. The bureau is currently revamping the curriculum for the Recruit Officers Advanced Academy to put more emphasis on communication skills and customer service competency.

Portland Development Commission (PDC)

Customer Service Status Report – Yes

Mission/Goals/Strategic Plans – PDC’s mission and values statements contain explicit references to customer service. Several specific policies address customer service, including their Communications Policy and Public Participation Policy. The Executive Director’s Values Statement also specifically addresses several elements of customer service. PDC’s primary customer service effort addresses communication and public outreach increase participation in the city’s economic development efforts.

Surveying – No information was provided regarding any general customer service surveying. They do indicate that public participation staff collects feedback from participants of public meetings regarding their communication efforts using “comment cards.” They also survey advisory committee members upon the completion of specific projects regarding the project’s public involvement processes.

Workforce Development – PDC does include customer service in their formal performance evaluation document but they did not provide specific information on recruitment/hiring processes or training efforts that focus on customer service. They did mention the convening of a Workforce Diversity Strategy Committee to advise the Director with regard to workforce diversity and other employment issues.

Sustainable Development (OSD)

Customer Service Status Report – Yes.

Mission/Goals/Strategic Plans – OSD's Mission and Values statement from its 2003 strategic plan contains some specific references to providing responsive customer service, engaging partners and effective communication. The only particular strategy mentioned has to do with the Solid Waste and Recycling Hotline's responsiveness to inquiries.

Surveying – The report mentions a customer service survey that is done via mail to customers of their Green Building Hotline. There does not appear to be any other bureau customer service surveying efforts.

Workforce Development – No mention was made in the status report of customer service competency as an element of job recruitment or evaluation. Some bureau staff recently completed customer service training. Primarily, these were the Solid Waste and Recycling Hotline staff, enforcement staff and the staff of the Green Building Hotline.

Transportation (PDOT)

Customer Service Status Report – Yes.

Mission/Goals/Strategic Plans – The Customer Service Report focused on PDOT's stewardship of public resources as an infrastructure bureau. There was little specific mention of customer service improvement efforts in their mission or strategic change measures. They went through a strategic planning process in 2004 which produced the strategic plan for 2004-2009. Value statements mentioned the importance of public service and community involvement, but customer service and specific elements that define customer service were not explicitly identified.

Surveying – The report indicates that PDOT regularly conducts geographically based customer surveys concerning specific projects but no information was provided indicating they conduct regular customer service surveys.

Workforce Development – Aside from Parking Enforcement, no mention was made in the report regarding workforce development efforts in the area of customer service. Previous information obtained from Parking Enforcement prompted the CSAC to identify them as a model of workforce development/training efforts.

Water Bureau

Customer Service Status Report – Yes

Mission/Goals/Strategic Plans – A major customer service effort was implemented in 2007 through the bureau's Raising the Bar campaign. Their vision, mission and values statements emphasized customer service. Several specific strategies were recently implemented to improve customer service including: the Service Center remodel in November 2007; added payment options and online service offerings; increased outreach

activities; full staffing of supervisory and lead positions within the Customer Service Group; and the implementation of a quality assurance program in the call center.

The bureau is currently going through an organizational development process, including an internal communications plan, to identify additional areas for customer service improvement.

Surveying – The Customer Service Group recently developed a customer survey designed to receive feedback from customers who have conducted business related to their bill. The bureau’s website offers a template by which citizens can place inquiries or provide feedback about their water service or about the bureau’s projects.

Workforce Development – The staff of all customer service groups participated in a series of customer service training conducted between May 2007 and July 2008. A full time trainer who will be responsible for providing job specific training was hired in June 2008. An experienced Customer Account Specialist II was reassigned to assist in the training program. Customer service will be a key component of these training efforts. Call monitoring via a new telephone system was recently implemented in the Call Center. This allows a supervisor to use information collected during calls to provide individual training and coaching.

The bureau believes that the delivery of good customer service depends on all employees being well informed. A newly-created Internal Communications Committee is examining ways to increase communications and information exchange between the bureau’s work groups.

Mayor Tom Potter

Customer Service Status Report – Yes

Mission/Goals/Strategic Plans – While the Mayor’s Office has no explicit goal or mission statement pertaining to customer service, there is a general expectation of all staff to maintain basic customer service principles. Mayor Potter formed BIP #7, which led to CSAC’s creation . The Mayor’s Office employs a Public Advocate who is responsible for fielding constituent communications. The Mayor’s Office also has an Opinion Line for recording citizen comments and concerns, They have been conducting Citizen Brownbags and 10 Minutes with Tom events to encourage citizen communication with their office.

Surveying – The Mayor’s Office has not conducted formal customer surveys though they use a TrackIt database to manage constituent contacts.

Workforce Development – Outside of the Public Advocate position, no indication of formal workforce development efforts was given. The Public Advocate is an appointed position, with selection based significantly on customer service abilities. Customer service related training for this position is ongoing.

Commissioner Dan Saltzman

Customer Service Status Report – Yes.

Mission/Goals/Strategic Plans – Customer service for elected officials is unique in that they do not provide direct services to customers. They serve all the citizens of Portland as their “constituency”. The bureaus assigned to Commissioner Saltzman’s portfolio (Parks, OSD, Office of Cable Communications and Franchise Management) are bureaus whose status reports indicate most of their customer services improvement efforts are in the early stages of development or implementation.

Surveying – The Commissioner’s office does not survey its customers. The CSAC thinks soliciting feedback from the Commissioner’s constituents would be helpful. They indicate they track constituent mail (but not email) requests.

Workforce Development – No information about customer service improvement efforts with regard to workforce development was provided, except for identifying staff training about handling particularly controversial or sensitive issues.

Commissioner Randy Leonard

Customer Service Status Report – Yes.

Mission/Goals/Strategic Plans – Customer service for elected officials is unique in that they do not provide direct services to customers. They serve all the citizens of Portland as their “constituency”. The commissioner’s office also has demonstrated a commitment to good customer service through it’s oversight of the bureaus in its portfolio (Water, Bureau of Development Services, Portland Office of Emergency Management). As stated in this report, both the Bureau of Development Services and the Water Bureau have demonstrated a very strong commitment to improving customer service in recent years.

Surveying – The Commissioner’s office does not survey its customers. The CSAC thinks soliciting feedback from the Commissioner’s constituents would be helpful.

Workforce Development - Having an effective staff member personally answer the front desk phones is essential for an elected official’s office. Over the past couple of years Commissioner Leonard’s office has focused on hiring excellent staff with an information and referral background to staff their front desk and provide consistently high quality customer service. Training on how to deal with sensitive calls and specific requests is ongoing.

Commissioner Sam Adams

Customer Service Status Report – Yes

Mission/Goals/Strategic Plans – Customer service for elected officials is unique in that they do not provide direct services to customers. They serve all the citizens of Portland as their “constituency”. The bureaus assigned to Commissioner Adams’ portfolio (PDOT, BES) are bureaus that have demonstrated moderate levels of progress in their customer service improvement efforts. Commissioner Adams’ office has 2 staff assigned to serve as citizen advocates to investigate and answer customer questions, demonstrating a significant commitment to customer service by the Commissioner’s office. Both advocates are highly trained customer service professionals.

Surveying – The Commissioner’s office does not survey its customers. The CSAC thinks soliciting feedback from the Commissioner’s constituents would be helpful.

Workforce Development – The employment of 2 Public Advocates, with extensive customer service skills, is a tremendous resource for the community members working with Commissioner Adams office.