Meeting Date: **January 8, 2007**

CSAC members present:

Alisa Cour	Michael Kaplan	Bonnie Morris
Michael Dehner	Kathleen Lynch	Jeremy Van Keuren
John Dutt	Michael Mills	Vincent Woods

Others present: Beth Woodward, CSAC Coordinator (through meeting time)

Kari Guy, new CSAC Coordinator, Office of City Auditor

Laurel Butman, Webmaster (present during last 45 minutes of meeting)

Notes prepared by: Kari Guy and Beth Woodward

Date prepared: January 8, 2007   **CSAC approved: February 12, 2007**

Administration	The Committee approved notes of its December 11th meeting. Kari Guy was introduced. Kari will be replacing Beth Woodward as CSAC Coordinator.
CSAC Implementation Guidelines	Vincent Woods, John Dutt, and Art Alexander have begun developing a guidance template. John circulated a draft for discussion, which he and Art had worked on. Both Vincent and John stressed that the handout was very preliminary—Vincent, John, and Art had not had time to meet to discuss and refine it. Key issues identified in discussion of the handout were as follows:

Surveys: Providing a specific survey format may discourage bureaus if the survey appears too costly or does not apply to bureau-specific issues. Vincent and Bonnie Morris suggested that there are numerous ways to measure customer service, and the survey tool may vary significantly by bureau.

Rather than dictate survey form, CSAC should ask bureaus to use surveys to assess and report progress towards the five characteristics of quality customer service: timeliness, accuracy, helpfulness, expertise, and availability of information. The Committee may choose to add a sixth characteristic of 'value.'

However, a range of survey examples or general survey guidance could be provided to assist bureaus in developing appropriate surveys.

Vincent, John, and Art will continue work on the implementation guidelines, including the development of a consistent form for bureaus to report survey results based on the five (or six) customer service characteristics.

Employee Recognition: An employee recognition program can be designed to avoid conflicts within or between teams of employees. *Bonnie will bring ideas for an employee recognition program to the next meeting.*

Job Class changes to reflect customer service components: Measurable performance expectations need to be clarified for use in applicant interviews

and for adding to position descriptions. Committee members noted that it is a challenge to add specific customer service requirements to each job class in the City, both because of the time and work involved for Human Resources, and the perception that the jobs that are updated first are the only jobs with a customer service component. But without the additions, it is difficult for managers to recruit, hire, and evaluate employees based on strong customer service skills. Michael Kaplan recommended looking at literature by service industries, such as utilities, to use what has already been developed in this area.

The Committee discussed developing a blanket statement on customer service to add to all job class specification sheets, and developing standard interview questions. *Vincent will discuss these potential changes with Human Resources.*

Response to Mayor's Request to Include Customer Service in Budget Proposals	Jeremy Van Keuren reported that bureaus are beginning to respond to the Mayor's request that bureaus budget for customer service improvement. He has heard some frustration that request was too vague, however, Mayor's Office has responded that this is an opportunity for creativity. Financial Planning is considering developing a standard format for reporting customer service in budget proposals. Financial planners will meet later this week; Jeremy will know more by the next CSAC meeting.
Other Implementation Issues	Training: The Committee discussed whether the CSAC should have a role in oversight of customer service training. Like surveying, the Committee agreed there could be a wide range of appropriate training for the different bureaus. Examples of effective, employee-driven, training were discussed. The Committee generally agreed that a single, PowerPoint-centered training for all bureaus would not be effective. CSAC could have a role as a clearinghouse for customer service training ideas.
	CSAC Role: The Committee discussed the broad role of the CSAC. Michael K. suggested the goal should be to develop a culture of customer service -- for example with a humorous video starring the Mayor or Commissioners that could be distributed to staff. Bonnie suggested CSAC would be more effective supporting and encouraging individual bureau efforts, and that change is more effective from the bottom up. Michael Dehner observed that a marketing component of CSAC's work could be useful—make it fun.
	Members agreed that guidance from CSAC needs to be simple and focused on the five (or six) characteristics of good customer service rather than be prescriptive.
CSAC Web Site	Laurel Butman provided an overview of the capabilities of the City's intranet and internet. The sites could be used to provide new information, survey employees, market customer service ideas, or serve as a central repository for existing customer service resources. She said the web offers an opportunity to stress that the City values customer service, and asked the Committee to consider who the audiences will be. The Committee agreed

that in the near term, an in*tra*net site would be more appropriate. Items suggested for the site included the following:

- an InstaPoll or survey;

- City Customer Service Expectations and Staff Workplace Aspirations;

- links to state survey guidance;

- a video clip; and

- CSAC guidance.

The Committee was not ready to initiate work on the web site at this time, but identified two tasks related to potential web site content. *Kari will compile potential InstaPoll questions from CSAC members. Jeremy will explore development of a video focused on the five customer service criteria with his office.*

Next Steps   Commitments for follow-up made during the meeting are in italics, above. Next meeting: February 12, 2007

Handouts:
- Meeting Agenda
- List of CSAC Members and contact information,
- December 11 Meeting Notes
- Draft CSAC Implementation Guidelines (by Art Alexander and John Dutt)