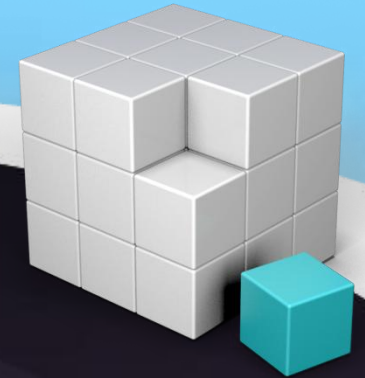


Customer Service Initiative

District of Maple Ridge

Presented by Jenny Lewis,
LEWCO Consulting Inc.





Service, in short, is not what you do, but who you are. It is a way of living that you need to bring to everything you do, if you are to bring it to your customer interactions.

Betsy Sanders

Presentation Purpose



- To inform Council of the process used to develop Customer Service Standards for Public Works & Development Services (specific to the staff that directly or indirectly service customers at the Front Counter)
- To present the Customer Service Standards
- To advise Council of proposed next steps

Who is LEWCO Consulting?

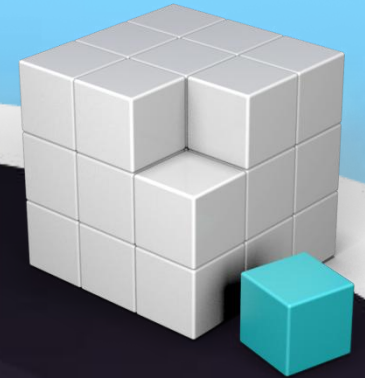


- Past two decades, LEWCO has successfully delivered an impressive range of innovative, customized, high impact customer service solutions in various industries including Government, Retail Health Care, Private Sector and Non-Profit Agencies.

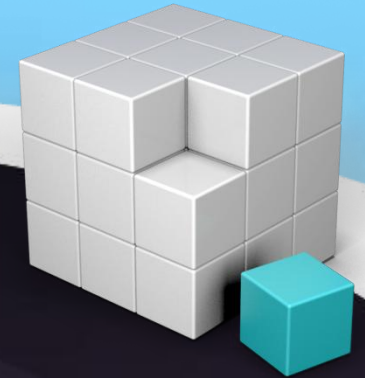


Jenny Lewis President/Owner

Considerations



- Continuous improvement
- Build on customer service strengths and bridge service delivery gaps
- Engage employees in the process
- Pay attention to all factors that affect service delivery

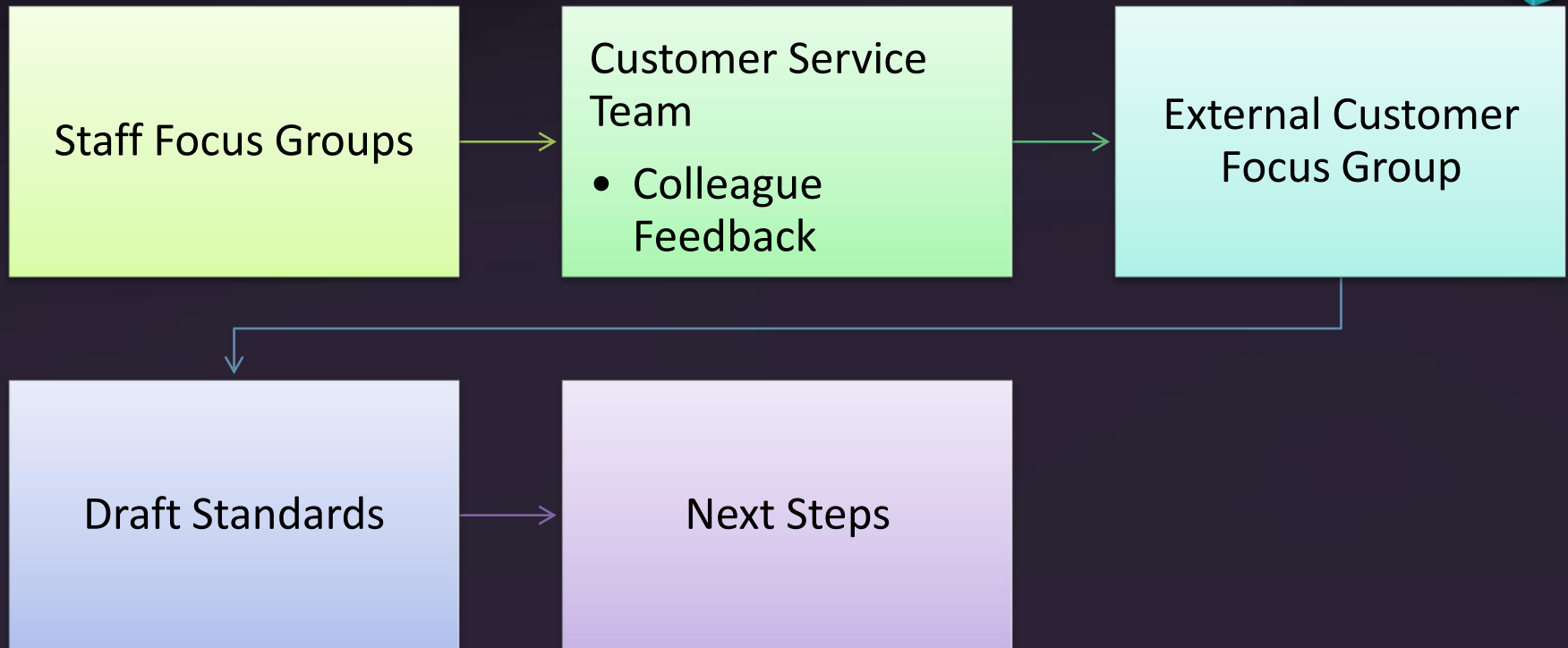
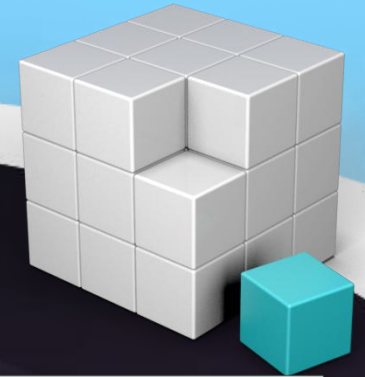


Customer service is just a day in, day out ongoing,
never ending, unremitting, persevering,
compassionate, type of activity.

Leon Gorman, CEO L.L.Bean

CONSISTENCY

Process used...



Internal Focus Groups



- Front Counter, Engineering, Building, Planning, Inspection
 - What are we doing well?
 - What else can we do?
 - What factors support/hinder the delivery of consistent exceptional customer service?

Customer Service Team



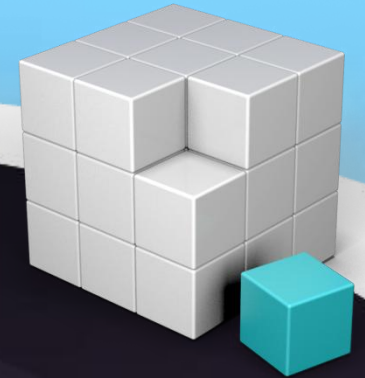
- Representation of staff from Public Works & Development Services
- Series of meetings to draft customer service standards
- Solicited feedback on draft standards from colleagues

Team Members



- Lori McLean – Senior Development Services Technician
- Mary Clarke – Engineering Development Services Technician
- Cathy Bittroff – Plan Checker
- Cindy Francis – Building Development Services Technician
- Michelle Bast - Planning Technician
- Ruby Tam – Engineering Traffic Technician

External Customer Focus Group

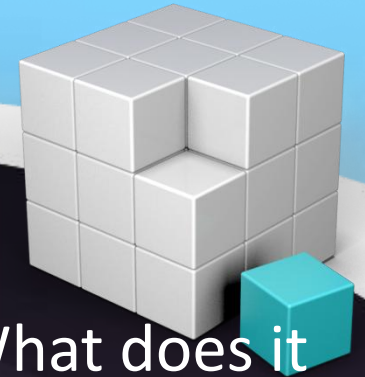


Gain perspectives

Feedback on Standards

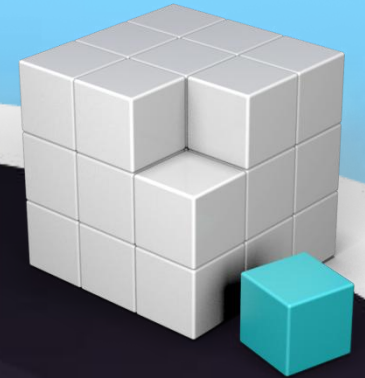
- Long time Maple Ridge Developer and Builder
- Small Builder new to Maple Ridge this year (and resident).
- Medium size Architectural and Design Company
- Small Developer new to Maple Ridge this year.

Questions asked...

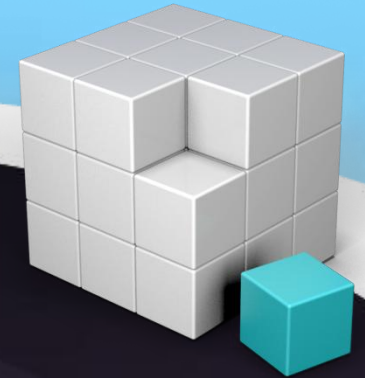


1. What does exceptional service mean to you? What does it look like?
2. What is your overall impression of service when dealing with staff at the front counter?
3. What currently works?
4. What are your main concerns/frustrations re: service provided?
5. What suggestions do you have to improve service at the front counter?

Key Themes



- What's working:
 - Overall impression very good
 - Staff friendly, personable
 - Willing to help
 - Anticipate my needs
 - Builder's Forum
- Suggestions:
 - Make sure all requirements are dealt with upfront
 - Inform us of upcoming changes
 - Faster response time by some staff behind the scenes on inquiries



If you're not serving the customer, your job is to be
serving someone who is.

Jan Carlzon, ex-CEO SAP Group

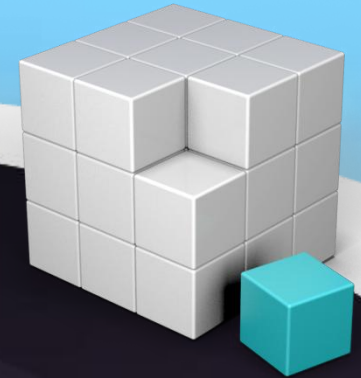
INTERNAL AND EXTERNAL FOCUS

Customer Service Standards



Customer Service Standards

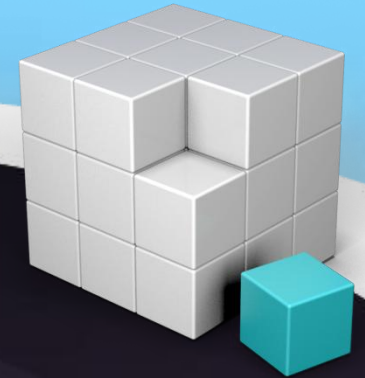
Individual: Within My Personal Control



- We greet the customer
- We use the customer's name and introduce our self as appropriate
- We have self-awareness and manage our emotions professionally
- We know our limits and ask for help when needed
- We maintain a friendly, helpful and approachable manner

Customer Service Standards

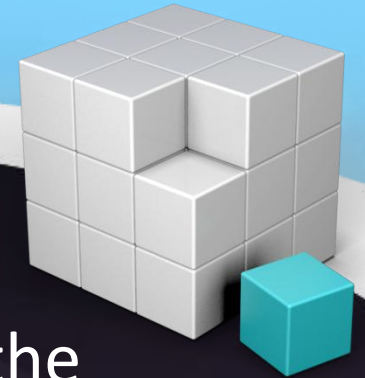
Communication: Internal and External



- We acknowledge the customer:
 - Immediately for in-person interactions
 - Answer telephone calls within 3 rings
 - Return emails, website and telephone enquiries by end of business day
- We follow up email, telephone and website protocols including:
 - Ensure “email out of office” is current
 - Ensure voice mail message is accurate and current (even if only away for 1 day)

Customer Service Standards

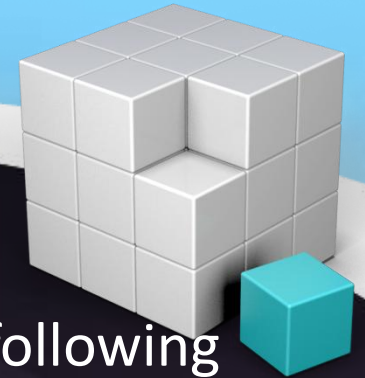
Communication continued



- We maintain accurate and updated notes in the property computer system “Amanda”, showing date/comments/initials of who added these notes.
- We listen to understand:
 - Ask questions
 - Ensure we have all the facts
 - Paraphrase and confirm our accuracy

Customer Service Standards

Communication continued



- We respond within 2 working days using one of the following options:
 - Deal with it right away
 - Defer, advise customer of the timelines
 - Delegate, advise customer who will be looking after them and why
- We provide the right information, to the right person, at the right time
- We proactively ask “Is there anything else I can do?” and share other options available

Customer Service Standards

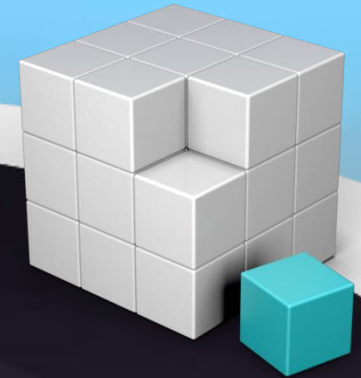
Communication continued



- When referring a customer to another employee, we inform that employee of the “who, what, when and why”
- We inform/educate customers on information tools available (e.g. website, checklists, pamphlets, etc.)
- When dealing with complaints and concerns we provide explanations, solutions and/or apologize

Customer Service Standards

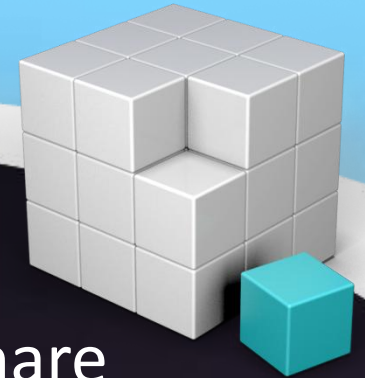
Knowledge: Know what's going on



- We seek, source, and share information:
 - We learn from other colleagues
 - We provide timely updates to staff on proposed changes
 - We take advantage of training
 - We turn mistakes into experience and use our experience to improve the way we do things

Customer Service Standards

Knowledge: Know what's going on



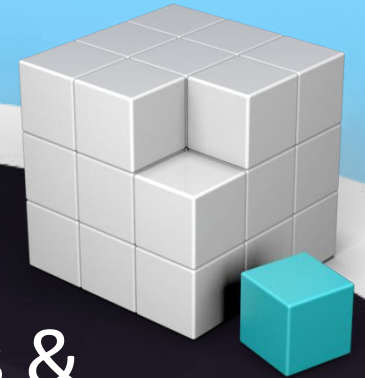
- We ensure the accuracy of information we share
- We recognize and ask for help if we do not have the expertise
- We know the roles and responsibilities of our department and other departments

District is committed to this initiative...

Next steps...

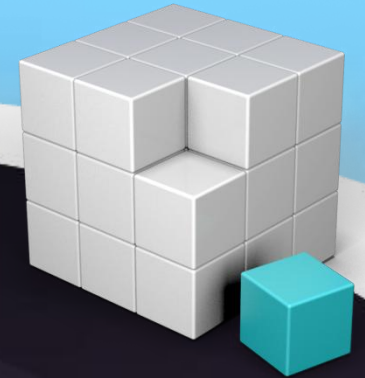


Communication to Staff

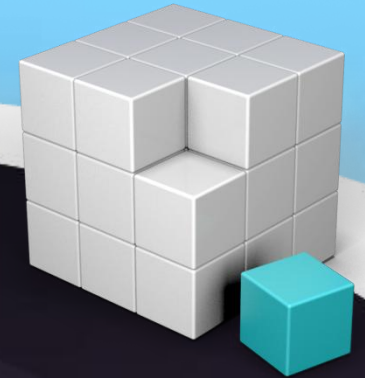


- Communication to staff in Public Works & Development Services
 - Series of meetings
 - Discussion and commitment on how to hold each other accountable
 - Staff sign-off
 - Identify training, tools, management support and process improvements required

Ideas for consideration...



- How to expand to a corporate initiative?
- Develop Customer Service Philosophy
- Benchmarking with customers
 - Customer Service Comment Cards
 - Exit City Hall Survey
 - Annual external focus groups
 - Email surveys
- Customer Service Recognition program



Customer service is not a
department, it's everyone's job.

Anonymous