

CULTURE OF SERVICE

CUSTOMER SERVICE IS NOT A DEPARTMENT,
IT'S EVERYONE'S JOB.

— WELCOME TO THE MAGIC —



Better Service Starts with You



City of
Saskatoon

Service
Saskatoon

Your city.

Progressive and innovative.

***Developing and empowering
service ambassadors aligned
in delivering an exceptional
and consistent citizen
experience every time.***

Service Saskatoon Vision



SERVICE SASKATOON



Citizen Input



Staffing



Systems



Standards



Employee Code of Service

Creating a culture of exceptional customer service

PEOPLE • RESPECT • INTEGRITY • SAFETY • TRUST • COURAGE

Service
SASKATOON



TELEPHONE

Response Time	Telephone calls should be answered promptly, within three rings.
Greeting	When answering the phone use a consistent greeting which contains the following: <ul style="list-style-type: none"> opening greeting department/division/facility or section employee's name Example: Good morning, Shaw Centre, this is Jane. Note: The only exception is if the department has a pre-recorded front end message. Employees will then use an opening greeting and identify themselves.
Pre-Recorded Message	Recorded messaging must be professional (no background noise, coughing, etc.) <ul style="list-style-type: none"> Cue names must be easy to understand (in terms that customers use – ex. Garbage Collection instead of Wastestream). Messaging must be concise, easy to understand. Voice prompts should be consistent and completed by one individual voice, or use a text to speech option.
Etiquette	Accurate and understandable answers to customer requests will be provided. <ul style="list-style-type: none"> Do not interrupt the customer. If customers are placed on hold they should be informed and asked permission. Hold times should be limited to less than three minutes. If a frequent check in regarding progress will be provided. If it is anticipated that the customer may be required to be on hold for more than three minutes, you will take the customer's name and return their call. Expectations must be communicated as to when a customer can expect to be contacted.

MEASUREMENT OF SERVICE

Performance indicators will be used to measure our quality of service. Performance measurement information will be collected and reported annually through the use of:

- Reporting tools used for call review, in-person interactions and email to ensure we are meeting our service standards.
- Customer surveys and ongoing initiatives to gain feedback with various interactions across the corporation.
- Employee feedback.
- Manager, supervisor and employee reviews.
- Continuous performance management within work areas.
- Additional performance management and measurement systems as developed.
- Data obtained through the City's Annual Civic Services Survey.

OUR NEW MODEL OF SERVICE

PILLAR STANDARDS

We will strive to deliver quality and consistent service to every customer, every time.

saskatoon.ca/service
Service Saskatoon on MyCity

4 CREATING A CULTURE OF EXCELLENCE

2 CREATING A CULTURE OF EXCEPTIONAL CUSTOMER SERVICE

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QUICK REFERENCE

Refrain from using	Try this...
No, we don't / we can't / we never do that...	That isn't some do this...
I don't know / I don't think so...	Let's figure out that up for you to ensure I have That is a great information for
I can't give you a direct phone number...	I can try to transfer them to the right person
Not in our policy / our service level says / this is our procedure...	We are able to do X, Y, Z. I can forward your suggestions to management for review. OR The policy was put in place because...
That's not my department / job...	I would be happy to connect you with [department customer needs to speak with] who will be able to assist you. OR Let me find out who can assist you. Do you mind holding for a minute?
Like I said / As I was saying...	Let me confirm.

Telephone

- Response Time
- Greeting
- Etiquette
- Transfers
- Ending a call

Email

- Response Time
- Etiquette
- Signatures
- Automatic Replies
- Out Of Office

In Person

- Response Time
- General Information
- Counter Interaction
- Field Interaction

Voicemail

- Response Time
- Etiquette
- Personal
- Department/Division

Printed Communication

- Response Time
- Formatting
- Documentation

What is a Service Culture?

- Values and beliefs of your organization
- Orientation towards helping people
- The customer service team is respected and valued
- Awareness that customer impact is a critical part of business decisions
- That everyone, even those beyond the customer-facing teams have an accurate understanding of who their customers are and what matters to them.

“People don’t care how much you know until they know how much you care.”



6 keys to developing a Customer Service Culture

- Strengthen your Customer Service skills
- Look at every customer touch point
- Improve your customer interactions
- Keep conversations alive
- Engage service ambassadors
- Give your customers a way to provide feedback





LEADERSHIP PRACTICES FOR IMPROVING CUSTOMER SERVICE

Decide To Create The Culture

- Customer service must be a top priority
- Establish culture at all levels
- Come from the top of the organization and permeate through all levels
- Must be done on purpose



Hire The Right People

- Hire people who fit in the culture we are aspiring for
- Check references, and ask questions about attitude
- Look for people who have a proven track record of doing the *right thing*





LEADERSHIP PRACTICES FOR IMPROVING CUSTOMER SERVICE



Coach Them

- Train them how to effectively work with customers, and handle difficult situations
- Identify top performers, and have them work coaching others- promoting a unified approach



Inspire Them

- Motivate them to want to serve others
- Establishing Culture is key
- Let your actions and behaviors inspire others



Empower Them

- Grant coached, and inspired Service Ambassadors the authority to make decisions
- Place appropriate guidelines around the actions that can be taken, and trust your people to make the right decisions



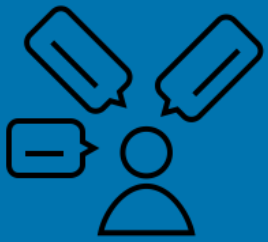
L

Listen



E

Empathize



A

Ask Questions



P

Paraphrase



S

Summarize

Creating Connections with Customers

The Rational Connection is based on:



**Rational
Connection**

"I'm getting value"

Reason

&

Logic

The cause, explanation, or
justification for an action
or event

Based on reasoning and
sound ideas. A proper or
reasonable way of
thinking about
something.

Four E's of Customer Experience

Expectations:

Customers know what to expect through clear and proactive communication.

Effectiveness:

Customers get value from the experience

Ease:

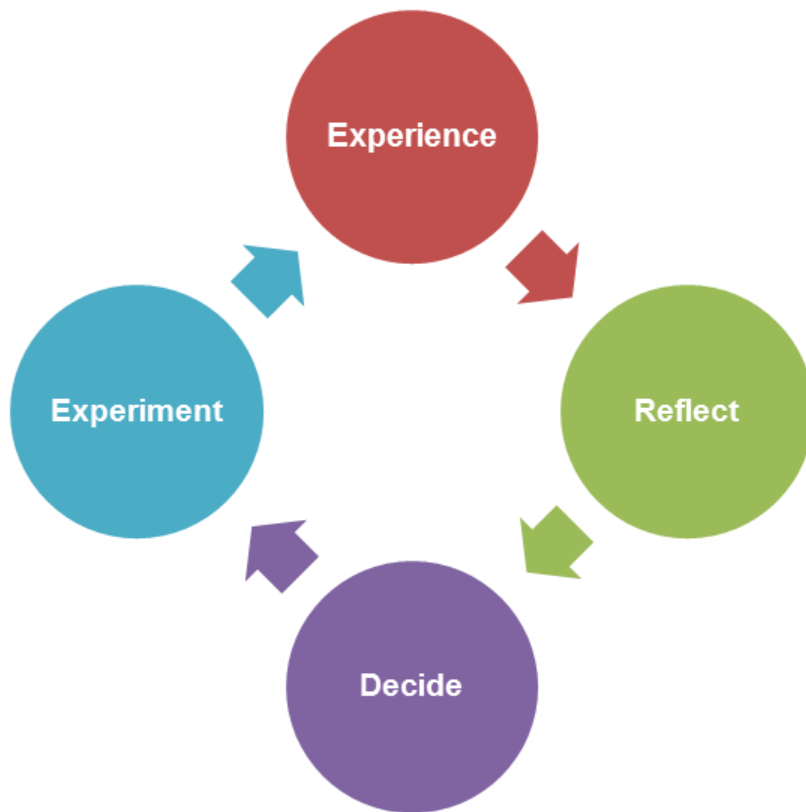
Customers get value without difficulty

Emotion:

Customers feel good about the experience

Psychology & Customer Service

Experimental Learning Model Developed by David Kolb & Ronald Fry



All of us have **experience** to draw from. It's the addition of the three other steps that inspires learning.

1. **Reflect** upon what went well and what didn't in your **experience**.
2. **Decide** what to do differently the next time you encounter a similar situation.
3. **Experiment** with your new approach.

This cycle leads back to **experience** which gives you an opportunity to start the process all over again.

How Customers Evaluate Service Performance

32% Reliability

Ability to perform the promised service dependably and accurately

19% Assurance

Knowledge and courtesy of employees and their ability to convey trust and confidence

11% Tangibles

Appearance of physical facilities, staff, equipment and communications materials

22% Responsiveness

Willingness to help customers and provide prompt service

16% Empathy

Caring, individualized attention that we provide our customers



“Exceptional service is achievable for every organization because exceptional service is “architected” from systems and processes you control”

-Disney's Approach to Quality Service