



Memorandum

To: Mayor and Members of the City Council

Fr: Neil C. Krutz, P.E., Deputy City Manager for Community Services

Date: February 13, 2014

Re: Wildly Important Goal for Customer Service

The following outline presents the framework I am using to work the customer service goal set by the City Council.

1. Wildly Important Goal for Customer Service – Improved Business Services Support

a. Emergenetics Training for all employees who work with the business and development communities: Complete all employees before 12/31/13 – Complete

- i. Building & Safety Staff (5 employees)
- ii. Customer Relations Staff (5)
- iii. City Engineer, subordinate managers and staff (5)
- iv. Fire Prevention Staff (6-8)
- v. Planning Staff (9)

b. Focused Customer Service training, building on Emergenetics skills

- i. Phase 1 – Leadership Strategy Setting for Customer Service at City of Sparks – facilitated by Amplitude LLC (Chris Cox) – scheduled for 2/18/14
 1. Amplitude meets with Neil (and others as appropriate) to:
 - a. Gain deeper understanding of current scenario
 - b. Review data currently available on customer service, employee engagement and any other pertinent data
 - c. Discuss leadership strategy session agenda (for setting competencies and discussing other key topics)
 - d. Identify date and attendees for leadership strategy session
 - e. Discuss communication to leadership for the strategy session

2. Amplitude customizes the leadership strategy session meeting materials and deliverables.
 3. Examples of agenda topics include:
 - a. Data review and consensus
 - b. Identify standards/competencies for customer service across the City staff
 - c. Perform a gap analysis of current status and standards
 - d. Identify roadblocks – perceived and real – to achieving the standards and a plan to address them
 - e. Discuss roll-out process to staff
 - (1) Communication - Use Emergenetics as a basis for discussion
 - (2) Performance evaluation integration
 - (3) Corrective action integration
 - (4) Leadership accountability in the process
 - f. Gain leadership commitment and buy-in for customer service standards/competencies
 - g. Prepare leadership to take this work to City Council for approval as needed
- ii. Phase 2 – Creating a Culture of Customer Service within the City of Sparks – facilitated by Amplitude Consulting
1. 2 sessions with mixed team attendance – providing a general overview of the initiative and how the work will be done within work teams, or 6 sessions – one for each work team – Complete by 4/30/14
 2. Staff working sessions (each team to have their own customized meeting) to walk through the customer service initiative and build engagement.
 - a. Agenda topical examples include:
 - (1) Provide overview of new customer service standards/competencies
 - (2) Discuss roadblocks – real and perceived
 - (3) Identify ideas to resolve customer issues within area of control
 - (4) Build skills in areas – as identified or required
 - (5) Identify a team-based customer service action plan
 - (6) Identify areas where support is needed from leadership or others and a plan to ask for that support
 - (7) Gain buy-in for attaining the customer service standards/competencies
 3. Follow-up working sessions (if needed) for each team
 - a. Agenda topical examples include:
 - (1) Update from team on progress and adherence to action plan schedule
 - (2) Discuss any areas not meeting plan and how to address them
 - (3) Data review – once available

- (4) Identify any new ideas, best practices, and improved results
- (5) Continued commitment to the customer service standards/competencies

c. Process Mapping – review the existing permit/inspection/entitlement processes of each group, including the implementation of the new Accella system – Complete by 6/30/14

- i. Building & Safety
- ii. Fire Prevention
- iii. Engineering
- iv. Planning

d. Staffing & Technology Needs to fill service gaps

- i. To be determined