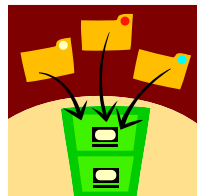


Village of Shorewood

CUSTOMER SERVICE STANDARDS

"Every Customer, Every Time"



May 1, 2008

Customer Service Mission Statement

The Village of Shorewood commits to provide an extraordinary customer service experience to its citizens – every customer, every time.

The Village of Shorewood commits to this high level of customer service by:

- Delivering consistently excellent customer service to all our customers, both external and internal. Consistently performing beyond customer expectations.
 - Being sensitive to the needs and concerns of all our citizens and to be especially alert to those with special needs.
 - Consciously listening to our customer's requests in order to correctly identify their needs.
 - Representing the Village of Shorewood in a professional manner and in a way that earns the respect of our customers and peers.
 - Making every interaction between our customers and ourselves a positive one.
 - Treating every individual with respect and as the most important person in our day.
-
- Providing multi-service options at each Customer Service center.
 - Providing an environment that invites citizen participation.
 - Providing service in an efficient and effective way.
 - Providing alternative service access via the internet.
-
- Facilitating improvements in service delivery by ongoing education of staff on hard and soft service skills.
 - Valuing our employees as service partners with management support and encouragement towards service excellence.

CUSTOMER SERVICE PHASES 1-6

Phase 1	Provide training for department heads to implement new Customer Service Guidelines	Summer/Fall 2008
Phase 2	Create training program for basic customer service program that will be required for all existing and new employees	Fall 2008
Phase 3	Create method of measuring customer service satisfaction by Department	January 2009
Phase 4	Create training program for managers aimed at "how to work with front line staff in addressing customer complaints"	Fall 2008
Phase 5	Create training program for regulatory staff: How to enforce rules and regulations while providing excellent customer service"	
Phase 6	Create 2 nd level customer service training program for those staff members who want to be a certified customer service specialist	April 2009

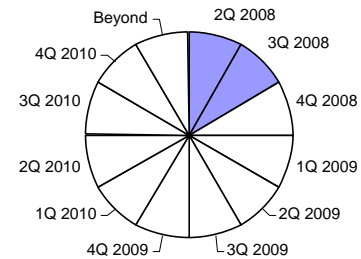
External Customer Service

It's not always what you say, but HOW you say it!

ALL CUSTOMERS HAVE THE RIGHT

1. To speak to a person/"live voice" during normal business hours on the main business line.

- a. Answer phones before they go to voice mail (main fine)
 - i. If voice mail is received
 1. Voice mail should be checked immediately and responded to in a timely fashion+ Immediately after listening to your voice mail, you should call the person back to acknowledge receipt of the call and to answer their concerns/questions. If research is required, call and let the individual know when you expect to have the information they are requesting
 2. Voice mail message should be updated to reflect current status, i.e.
 - a. On vacation
 - b. Out of office for extended time
 - c. Closed for holiday
 - d. Include alternate contact
 - e. Include department, your name
 - f. Etc.
 3. Voice mail message should include hours of operation (main lines especially)
 - ii. Follow up with calls placed on hold
 1. Check back often
 1. Perhaps every 30/60 seconds
 - ii. Encourage caller to leave a voice mail or message
 - iii. Do not close for lunch (as department staffing dictates)
 - i. Staff appropriately to insure coverage the majority of the time
 - ii. Staffed 100% of time (Customer Service counter only)
 - iii. Conduct business during official office hours
- b. Follow up with calls placed on hold
 - i. Check back often
 1. Perhaps every 30/60 seconds
 - ii. Encourage caller to leave a voice mail or message
- c. Do not close for lunch (as department staffing dictates)
 - i. Staff appropriately to insure coverage the majority of the time
 - ii. Staffed 100% of time (Customer Service counter only)
 - iii. Conduct business during official office hours
- d. Direct to appropriate staff
 - i. Over the Phone/Transferring Calls
 1. Call ahead to make sure the person is available (general vacation calendar on Outlook may help??)
 2. Share information you have derived from the call (i.e. caller's name, basic concern/question, etc.) with the person taking the call.
 3. If staff is unavailable, inform caller that they will get voice mail and to please leave a message or



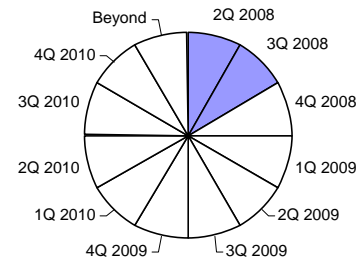
ask to take a message.

ii. In Person/Transferring a Person

1. Call ahead to make sure the person is available (general vacation calendar on Outlook may help??)
2. Inform them that you are sending a resident to talk to them about . . .
3. Provide the resident clear directions or if appropriate, escort them to their destination, or have the other staff person meet them.

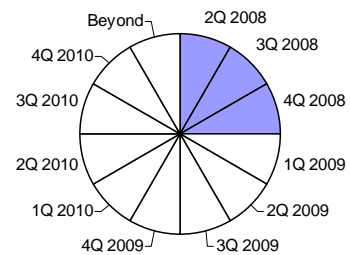
2. To expect courteous and respectful treatment.

- a. Make eye contact if with another customer or on the phone.
- b. Greet courteously (with a smile in voice)
 - i. Identify department
 - ii. Identify self
- c. Speak respectfully/calmly.
- d. Service in the "order received."
- e. Take customer aside, if necessary, to better communicate.



3. To expect staff to "listen"

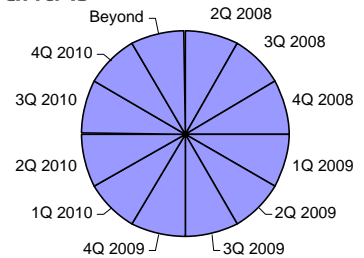
- a. Don't multi-task when dealing with a customer.
- b. Give undivided attention - they expect and deserve it.
- c. Ask questions for clarification if necessary; find out what the customer wants.
- d. Each customer contact is a NEW opportunity - despite the repetitive nature of the issues - treat the contact as such.
- e. Language barrier - do not shout; speak slowly and clearly; **OVER THE PHONE** - get number and call back; **IN PERSON** - take customer aside to a more private area if possible. Use language translation service if appropriate (investigate).
- f. If abusive, staff has permission to call supervisor, discontinue the call/conversation, or call police at X2610.
 - i. Remain calm.
 - ii. Speak softly. (This forces them to quiet down to hear what you are saying.)
 - iii. Inform them that you cannot help them if they continue to speak abusively to you.
 1. **In person** - walk away and ask a supervisor to step in, ask a co-worker to assist or call the Police Department X2610; report the incident to your supervisor.
 2. **Over the phone** - inform them that you will hang up if they continue the abuse; if they continue the abuse, hang up - do not slam the phone down - use the RLS button; report the incident to your supervisor.
- g. If argumentative
 - i. Remain calm and friendly; body language speaks volumes -even over the phone.
 - ii. "Listen" to their issue; empathize if possible
 - iii. Take notes, if the situation dictates, and then summarize and re-state



- for clarification
- iv. Find out their desired outcome.
 1. If reasonable and possible, then do it.
 2. If not reasonable, suggest an alternative.
- v. Don't over promise.
- vi. Follow-up as/when promised.
- vii. Call supervisor if necessary.

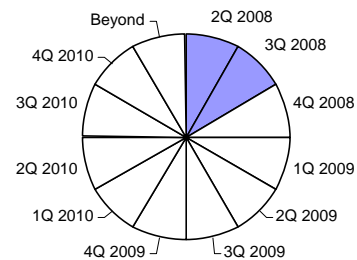
4. To expect that the information that addresses their concern is current and is accurate.

- a. Staff should be well-informed about basic services provided by each department.
- b. Staff should be knowledgeable of information contained in FAQ book (in process).
- c. Staff should keep abreast of Village issues by making good use of various communication tools.
 - i. Manager's memo
 - ii. Village/School bulletin
 - iii. Internet
 - iv. Intranet (when/if available)
 - v. Outside communications
 1. Shorewood BID
 2. Shorewood School District
 3. Other
 - vi. Other
- d. Staff should be notified of all internal meetings (date, time, location, contact) so that visitors may be directed accordingly.
- e. Provide accurate information.
 - i. Don't give an answer if you are not sure; research it; ask someone.
 - ii. Assure 100% of issue is addressed
 - iii. Follow-up in a timely manner.



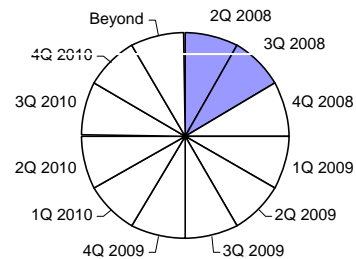
5. To expect staff to be reliable

- a. Don't make promises unless you *CAN and WILL* keep them.
- b. Ask questions!



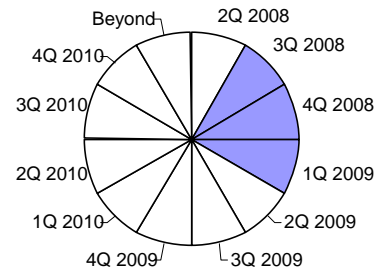
6. To expect fair and consistent application of Village policies/rules.

- a. Apply rules/regulations consistently and fairly
 - i. If you do it for one customer, be prepared to do it for all.
 - ii. Have a good reason why the policy/rule was not applied consistently/fairly.
- b. Never imply that a customer's attitude (good or bad) can change the outcome/our response.



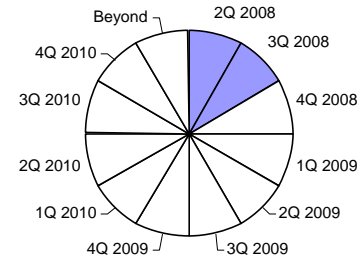
7. To expect the opportunity to comment on the quality of the service received.

- a. Provide comment cards for all departments.
- b. Comment card boxes should be uniform.
- c. Have them "accessible" to the public.
 - i. Hard copy
 - ii. On-line



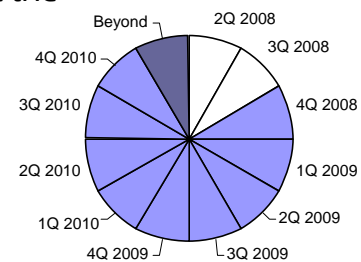
8. To conduct their business in a clean and safe environment free from excessive personal items and clutter in order to prevent a professional appearance.

- a. Staff desk should be neat.
- b. Materials, especially confidential papers, should not be in view of public.
- c. Village will provide each employee with a personal space to store items (closet, locker, etc.).
- d. Work areas include office spaces and Village owned vehicles.
- e. Each department may establish a workspace review committee to resolve disagreements regarding proper appearance of personal workspaces.



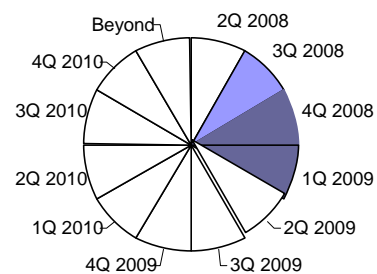
9. To be informed. (Internal communication tools should be in place so that the information can "flow" down.)

- a. Communication
 - i. Website should be kept current.
 1. Update as changes occur.
 2. Confirm update "takes."
 - ii. Weekly Manager's memo.
 - iii. Village/School bulletin.
 - iv. Periodic newsletters throughout the year.
 - v. Maps to provide direction to other buildings – "You are here."



10. Customers have the right to expect prompt responses to written inquiries.

- a. E-mail:
 - i. Read e-mail at least twice daily.
 - ii. Identify e-mails from customers requiring a response.
 - iii. Should the identified customer e-mail not pertain to you or your department, provide the following within the same day:
 1. Respond letting them know that you forwarded the email to "X" department, and identify the person who will respond.
 2. Forward the e-mail to the responsible department with a request to follow-up. Call the department and let them know the e-mail was forwarded.
 - iv. If your department is responsible for addressing the e-mail:
 1. If the answer is simple or easily answered, respond the same day.
 2. If there is research involved or the complexity of the question/request will require more than a day, respond, letting the person know you received the email and a response will be forthcoming within X period. Provide the person with your name and phone #, in case they want to call you directly.



Guideline for Responses:

- Use subject line accurately.
- Personalize the messages by using the correct name, proper title and tasteful salutation.
- Avoid long e-mails with multiple streams of thought. Use bulleted points if possible.
- Use attachment or links to relevant web pages if appropriate.
- Tone matters. The language you use counts doubly since your tone of voice cannot be heard in an e-mail. Be polite, respectful and thoughtful in the language you use.
- E-mail etiquette should be taught, i.e. CAPS indicate shouting.
- Remember to spell-check. E-mails are just as important as letters.
- Turn on "out of office assistant" when out for an extended period. Indicate alternate contact, similar to voice mail message.

Messages can easily be misconstrued due to the lack of visual cues usually attendant to conversations, i.e. facial expressions, body gestures, tone of voice.

b. Written correspondence:

1. Read mail daily.
2. Identify mail from customers requiring a response.
3. Should the identified customer letter not pertain to you or your department, provide the following within the same day:
 - i. Respond by phone (if possible) letting them know that you forwarded the letter to "X" department, and identify the person who will responding.
 - ii. Forward the letter (via fax, scanned e-mail, inter-office mail) to the responsible department with a request to follow-up. Call the department and let them know the correspondence was forwarded.
4. If your department is responsible for addressing the content of the letter:
 - i. If the answer is simple or easily answered, respond the same day.
 - ii. If there is research involved, or the complexity of the question/comment/request will require more than a day, respond, letting the person know that you received the letter and a response will be forthcoming within X period. Provide the person with the name and phone #, in case they want to call directly.

Guideline for Responses:

- Include date.
- Personalize the messages by using the correct name, proper title and tasteful salutation.
- Always type the letter.
- Avoid long written responses with multiple streams of thought. Use bulleted points if possible.

- Always have the letter edited by a co-worker.
- Tone matters. The language you use counts doubly since your tone of voice cannot be heard in a letter. Be polite, respectful and thoughtful in the language you use.
- Always make a copy for your files.

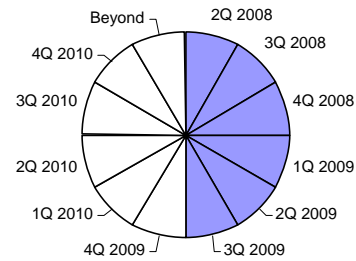
Messages can easily be misconstrued due to the lack of visual cues - facial expressions, body gestures, tone of voice.

Internal Customer Service

How Village employees work with each other:

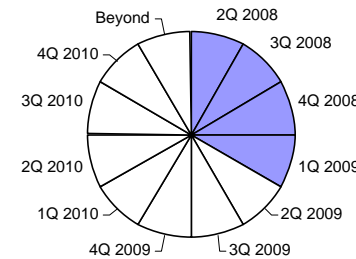
1. Our internal customers deserve the same high level of service provided to our external customers.

- a. Prompt processing of mail, email, voicemail, in-person requests every business day
- b. Priority given to requests when needed
- c. Two-way communication when needs cannot be met as expected
- d. Respect business associates as essential partners on our team



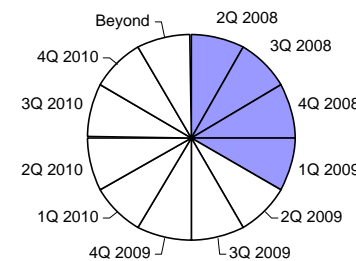
2. When service or information does not meet expectation of requestor, he/she is responsible to open a professional dialogue with provider to determine if improvement *can* be made to initial response.

- a. Acknowledge appreciation of initial effort.
- b. More clearly outline expectations.
- c. Work together to determine if improvement can be reasonably accomplished while respecting the resource limitations of the other party.
- d. Eliminate request if beyond the capability/scope of the resources available.



3. Our efficiency depends on the free exchange of information throughout the internal organization.

- a. Information will be shared except when prohibited by statute or privacy issues.
- b. Information shared will be complete, accurate, and precise.
- c. Consider creation/maintenance of Intranet resource for information sharing between departments.
- d. Assign one or two main contacts in each department for questions.

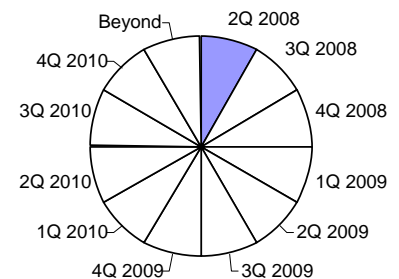


4. Requests for information or services will respect the staffing and resource capacity of the furnishing department.

- a. Minimize "last minute" requests. Allow the person/department ample time to fill request.
- b. Requestor will make one request to one person only - do not ask multiple sources to do same task because you feel the response is not being provided quick enough.
- c. No department/manager will promise the delivery of information/services that will be provided by another department without previously consulting with that department

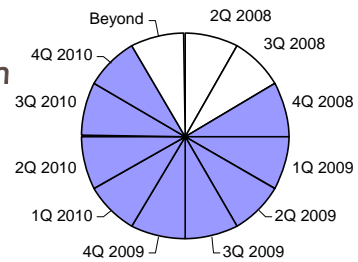
5. Requests for new information or services will be routed through the appropriate department head or his/her designee.

- a. To control workflow within department
- b. To coordinate resources



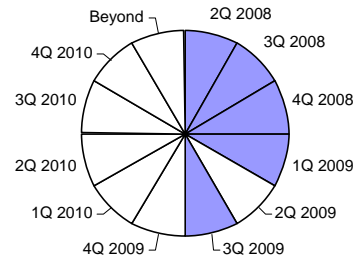
6. All departments will have contingency plans in place to provide minimum routine services during planned absences of employees.

- a. Main contact, alternate contact, plan for absence of both
- b. Planned absences will be transparent (out-of-office on email, message on voicemail)



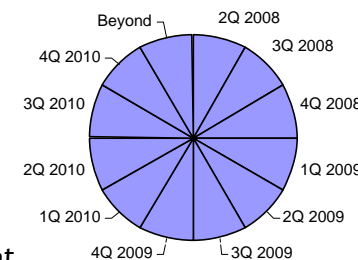
7. All meetings will be run as efficiently and effectively as possible.

- a. Agendas will be developed and distributed prior to the meeting
- b. "Routine" meetings will be cancelled if no new topics or important updates are on the agenda
- c. Materials that will be distributed at the meeting to any non-staff person will be made available to staff prior to the meeting so they can respond to possible questions
- d. Cell phones will be turned "off" for all meetings, except for emergency personnel
- e. Every effort will be made to start and end meetings on time
Staff will be given reasonable advance notice of meetings
- f. Reminders will not be sent
- g. Staff will be notified promptly of meeting schedule or location changes
- h. All meetings will have a designated note-taker responsible for the prompt publication of meeting minutes

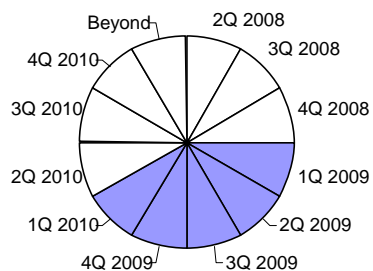


8. The Village will provide training as needed to ensure employees make efficient use of resources available.

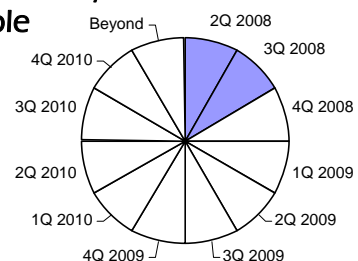
- a. Any major equipment or software purchase request will include costs for the staff training required to effectively use the new equipment/software. These costs will be clearly listed by the DH.
- b. DH will survey staff to determine if any existing piece of equipment is being under-utilized due to insufficient training. If so, DH will develop a timetable to provide training required.



9. Departments should schedule "down-time" for employees to respond to information/service requests.



10. When one department changes a procedure or process that affects a service to another employee or department, there will be a discussion (at least 2 weeks) PRIOR to the implementation with all affected parties to identify possible pitfalls.



Facility improvements relative to personal workspaces

- 1. The Village will maintain work spaces that are reasonably clean, ergonomic, pleasant, and contain the resources needed by the employee to perform their job function.**
 - a. Reasonable temperature, well-lit, clean with useable furniture, computers, phones, office machines
 - b. Departments will promptly report needed maintenance items to DPW (lights, water, etc.)
 - c. Timely responses will be given to identified problems at the facility, considering staff available.

- 2. When work is performed, the Village will provide the necessary equipment, tools, and training needed to ensure the safety of all employees.**
 - a. Adherence to DOC (Dept. of Commerce) approved work practices
 - b. Proper safety equipment will be utilized and kept in current/good working condition
 - c. Interdepartmental cooperation for street situations as they arise (traffic control, etc.)
 - d. When a major incident happens, NIMS standards will be followed

- 3. Employees will respect each other's personal workspace**
 - a. Awareness that common areas are often work areas and require privacy and quiet to conduct business
 - b. No loitering in the workspaces of other employees
 - c. Respect for closed doors
 - d. Respect for the implied privacy of other's telephone conversations
 - e. Employees will use their "inside voice" in all office areas.

Physical Environment

The built environment affects how people experience spaces. Signage, lighting, organization, maintenance and many other factors contribute to those experiences. To have a better understanding of how people may be experiencing village facilities, a field survey was completed of key areas. The goal of the survey is to create a pleasing environment within key public facilities and all point-of-service locations as it pertains to physical amenities.

CATEGORY

TASK

INTERIOR SIGNAGE

Wayfinding

Add both gender locations at each bathroom, Village Hall
Add sign above upper stairway to LL, Village Center upper lobby
Add blade sign at each department door, Village Center LL

Directory

Add directory sign front & rear entrances, 2nd flr commons, & rear stairwell, Village Hall
Add directory at west entrance, Village Center LL
Add directory at south entrance, Village Center LL

Place

Add sign above Customer Service counter, Village Hall
Add blade sign in 1st flr commons area, for Village Hall P&D
Relocate room signs to side of doors, Village Hall
Add sign above doors, Library

Notice

Add changeable counter sign stand or wall board, Village Hall lobby
Add notice board, Village Hall rear B-lobby
Add changeable event sign, Village Center UL lobby
Add locked notice board, Village Center LL entrance
Add public posting board, DPW lobby

Instructional

Relocate "employees only", Village Hall breakroom

EXTERIOR SIGNAGE

Wayfinding

Replace ADA sign, Village Hall front
Replace Parking in Rear sign, Village Hall front

Directory

Relocate directory pole sign, Village Hall rear
Add directory pole sign to match, Village Center rear

Place

Replace building sign with monument type, Village Hall
Add sign above doors, Village Hall rear
Add "Village Center" monument sign, west side
Add sign above doors, Village Center rear entrance
Add sign above doors, Village Center south entrance
Add PD sign, rear south side
Add sign above entry, PD front entrance
Separate signs, PD and Fire Dpt
Add above door signs, PD south entrance
Relocate/replace sign, DPW yard entrance

Notice

Add "Notices above boards, Village Hall front

CATEGORY
Instructional

TASK

Replace front door signs, Village Hall
Add "Vehicle Fines Paid at PD" outside front Village Hall
Add hours of operation on/near doors, Village Hall rear doors
Increase visibility of Library hours, Village Center rear doors
Add "Access to Library during Health Dept. hours only", Village Center south entrance
Add hours of operation on door, DPW entry

Other

Relocate village hall address to new monument sign

MAINTENANCE

Replace worn stair treads, Village Hall
Centralize all plaques, Village Hall
Reduce clutter, Village Hall Customer Service counter
Remove metal gate, Village Hall Customer Service counter
Relocate 1st floor recycle bin, Village Hall
Reduce clutter from area, Village Hall P&D
Relocate bulletin board to furnace wall, PD lobby
Relocate mission statement to above door, PD lobby
Reorganize pamphlet area, PD lobby
Full cleaning, Village Hall breakroom
Remove recycle dumpster, Village Hall breakroom
Relocate fridge- door facing north, Village Hall breakroom
Remove book shelf, Village Hall breakroom

AMENITIES

Add welcome logo mat, Village Hall
Add interior common area trash receptacles to all facilities
Add framing to historical photo's, Village Hall
Add art, Village Hall front stairway
Replace & mount new Health board across Customer Service counter, Village Hall
Develop historic corner, Village Hall 1st flr rear lobby
Rearrange customer area, Village Hall P&D
Create coffee station with logo cups/candy, Village Hall
Technology upgrade, Village Hall committee room
Create plan display area, Village Hall 2nd flr rear commons
Add bench seating, Village Hall 2nd flr rear commons
Screen garbage south side, PD
Add outdoor seating, Village Center rear
Remove or replace Senior Center table/chairs in front of door
Replace chairs, PD lobby
Add blinds to interior door window, DPW lobby
Widen counter on customer side, DPW lobby

CATEGORY**TASK****LIGHTING**

Increase lighting intensity, Village Hall
Add lighting to historic photo's, Village Hall
Increase lighting above 2nd floor village painting, Village Hall
Increase lighting, Village Hall breakroom

FINISHES

Replace carpeting, Village Hall
Replace counter, Village Hall Customer Service
Paint Village Hall breakroom
Replace chairs Village Hall breakroom
Remove dark paneling DPW lobby
Replace floor tiles DPW lobby

WORK FLOW IMPROVEMENT

Replace Assessor binders with dummy computer, Village Hall lobby

EMPLOYEE SHARED PLACES

Each facility and department has other shared spaces for employees only, outside the general public use. It is just as important to review these spaces, such as lunch rooms and coffee areas. Employee perceptions and experience within these spaces contribute to how much the space is utilized and to some degree, an overall perception of pride in where we work.