



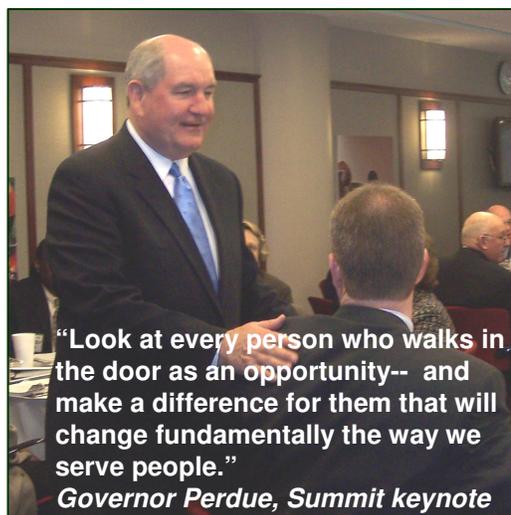
Faster. Friendlier. Easier.

UNIMPEACHABLE CUSTOMER SERVICE

SUMMIT CALL TO ACTION : *Let the change begin!*

On Page 2...

- ▶ 47 CHAMPIONS take the torch
- ▶ The TEAM roster



“Look at every person who walks in the door as an opportunity-- and make a difference for them that will change fundamentally the way we serve people.”

Governor Perdue, Summit keynote

Summit summary

Who was there? More than 120 agency executives, key staff, and exemplary employees from **40 agencies** encompassing **60 percent** of the state's programs and employees.

Taking it from there... To support the 40 agencies on the leading edge of this statewide culture change, Gov. Perdue issued an executive order creating the **Office of Customer Service**.

Joe Doyle, Administrator of the Governor's Office of Consumer Affairs, will expand his responsibilities to include directing the Office of Customer Service and leading this statewide service initiative.



The goal of the Office of CS is to provide agencies with tools and techniques to facilitate sharing of ideas and progress. But, says Doyle, “ultimately our success depends on each of the 100,000 state employees.”

Best Quote? “Those nine million Georgians are going to notice!” – Gov. Perdue on quality service

Find more information on the Team Georgia Connection @ Team.Georgia.gov

Governor's Office of Customer Service

Governor Sonny Perdue made two trips to the Customer Service Summit Jan. 25 and 26 to declare and underscore his goal for improving customer service in state government:

“We are committing ourselves to be the best. Period.”

In his keynote on day one of the Summit and epilogue at the closing session, Gov. Perdue called all participants to be champions of change in creating a culture of service in government.

“I need every one of you and all of your folks who work with you to do this,” he told agency leaders. “I can't do it by myself. Georgia can't do it without your help... We're going to be intentional about getting it done.”

Gov. Perdue's chief officers for operations and finance, who have administrative oversight of the 40 agencies, attended both days of the Summit. Chief Operating Officer Jim Lientz and Chief Financial Officer Tommy Hills said customer service will now be a standing agenda item for reports at regular agency head meetings.

Since the Summit, CS initiatives are starting or underway on several fronts:

- ▶ Led by their **Customer Service Champions** (Page 2), agencies will write their CS Improvement Plans by June 30, 2006.
- ▶ The new Office of Customer Service will be **developing tools** agencies can use: customer-feedback, employment screening and employee recognition programs.
- ▶ **CS training programs** will be developed for frontline employees, their supervisors and managers.
- ▶ A **Call Center Solutions** Group will be
 - 1) driving performance improvements in existing state Call Centers;
 - 2) developing metrics for progress;
 - 3) creating a 'dashboard' for call center performance.
- ▶ **New tools will be tested** at the Dept. of Driver Services before being rolled out to other agencies. These will enhance culture, speed up service, and improve call handling.
- ▶ Selection of a knowledge base and systems will lead to the opening of the **General Information Center (GIC)** in July, 2007.

CHANGE AGENTS & AGENCIES



OSAH and Oakley
A Case Study

Since its start in 1995, the Office of State Administrative Hearings (OSAH) has been dealing with some of state government's unhappiest customers.

This is the office that processes 20,000 cases where citizens protest decisions made by various state agencies. OSAH's role is to adjudicate disputes and render a fair and impartial ruling.

It's a tough environment for pleasing customers, made worse in the office's early years by its own problems with service.

In 2000, new leadership in Chief Judge Lois Oakley teamed with OSAH staff members ready to make a change. Their ambition was to be the best-managed administrative court in the U.S.

Key to success was focusing on customer needs, then targeting new performance metrics to areas most important to their clientele.

Today, OSAH is a dramatically changed place. The Office earned the Georgia Oglethorpe Award's Focus Recognition and was recognized with the first Jim Kelly Leadership Award in performance excellence. Its success was aptly described by the title of an article in the *Journal of Organizational Excellence*: “From Bureaucracy to Meritocracy and Customer Focus: A Georgia State Agency Reinvents Itself.”

As for its “best-managed” goal, OSAH today claims the lowest cost per case in the nation.

(Next page...)

47 CHAMPIONS take the torch at Summit sequel March 1

A hand-picked group of 47 Customer Service Champions, who are spearheading the improvement initiatives in their agencies, will begin their work March 1 in a follow-up to the CS Summit.

The Champions will take the lead in developing their organizations' customer service plans, then launch, guide and manage its implementation.

Every Customer Service Improvement Plan will include methods to measure performance on the "faster, friendlier, easier" scale.



CS project manager Carol Veihmeyer, DDS star service employee Brian Cox

The Champions will meet monthly to share ideas and begin formulating service metrics for their agencies. Some meetings will be used to provide a template for their plans, as well as tools and techniques and best practice information on tasks such as surveying their customers.

Leading the process will be Sharon Jones, a customer service manager with over 30 years of subject matter expertise, and Karen Hampton, HR director for OSAH.



COO Jim Lientz, GBI Director Vernon Keenan

COO says: "This customer service stuff is fun. ...and by that I mean you're fulfilled by it and you're motivated by it."



CFO Tommy Hills, Implementation Director Lonice Barrett

CFO says: "I want to be a champion for the agencies I work with...a part of the celebration, of the recognition and appreciation for what I know you'll be doing"

Cheer on THE CHAMPIONS!

- ▶ *Administrative Services* ▶ Steve Fanczi
- ▶ *State Administrative Hearings* ▶ Alison Bell
- ▶ *Banking & Finance* ▶ Carol Webb
- ▶ *Building Authority* ▶ Jo Ann Chance
- ▶ *GBI* ▶ Shirley Andrews
- ▶ *Community Affairs* ▶ Terry Ball
- ▶ *Community Health* ▶ Iris McIlvaine
- ▶ *Consumer Affairs* ▶ Bill Cloud
- ▶ *Corrections* ▶ Yolanda Thompson
- ▶ *Criminal Justice Coordinating Council* ▶ Laura Thompson
- ▶ *Driver Services* ▶ Patsy Bailey, Wes Sherrell
- ▶ *Defense* ▶ Mike Fowler, Lt. Col. Jean Specht
- ▶ *Economic Development* ▶ John Moffat
- ▶ *GEMA* ▶ Kandice Weech
- ▶ *Environmental Facilities Authority* ▶ Greg Mason
- ▶ *GSFIC* ▶ Carmen Cureton

- ▶ *Forestry Commission* ▶ Dan Gary
- ▶ *Office of the Governor* ▶ Kay Robinson
- ▶ *Highway Safety* ▶ Bob Dallas
- ▶ *Human Resources* ▶ Bill Kissel
- ▶ *Jekyll Island Authority* ▶ Marcia Clark & Eric Garvey
- ▶ *Juvenile Justice* ▶ Tom O'Rourke
- ▶ *Medical Examiners Board* ▶ Robert Jeffrey
- ▶ *Merit System* ▶ Jim Wood
- ▶ *Natural Resources* ▶ Paul Burkhalter
- ▶ *DNR Environmental Protection* ▶ Jim Ussery
- ▶ *Planning and Budget* ▶ Connie Buck
- ▶ *Pardons and Paroles* ▶ Beth Oxford
- ▶ *Ga. Public Broadcasting* ▶ Stacey Wiggins
- ▶ *Public Safety (Ga. State Patrol)* ▶ SFC Mark McDonough
- ▶ *Public Safety Training Center* ▶ Robert (Bob) Sanderson
- ▶ *University System* ▶ Jim Flowers
- ▶ *Employees Retirement System* ▶ Megan Schaum
- ▶ *Teachers Retirement System* ▶ David McCleskey
- ▶ *Revenue* ▶ Mack Chandler
- ▶ *State Road & Tollway Authority* ▶ Rosa Rountree, Jerris Robinson
- ▶ *Stone Mountain Memorial Assoc* ▶ Gail Durham
- ▶ *Student Finance Commission* ▶ Tracy Ireland
- ▶ *DTAE* ▶ Ron Jackson
- ▶ *Ga. Technology Authority* ▶ Shawn Whitney
- ▶ *Transportation* ▶ Don LaFrenier
- ▶ *World Congress Center* ▶ Al Dyess
- ▶ *WCC/ Dome* ▶ Kevin Duvall



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THE BEST CUSTOMER
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THE NATION**

For more information contact
Jerri Cloud • 404.463.5914
See our website @ Team.Georgia.gov
Governor's Office of Customer Service

OSAH's Success Story...

From Page One

Judge Oakley said OSAH took a three-step approach to organizational excellence :

1. Find a **framework** for the journey to success, not just a short-term fix. OSAH used the Malcolm Baldrige Criteria for Performance Excellence to prioritize areas for change.
2. Identify all of your **customers**, learn what they need and want, and maintain frequent contacts.
3. Define your performance **measures**. OSAH set its sights on "timely, impartial, courteous, and professional" service. All staff members work to deliver this standard to every customer.

Through open dialog and performance results available to all staff, employees know exactly where OSAH stands in meeting its goals.

Efforts also focused on work processes that were standardized and undergirded with technology. For example, a machine to fold and stuff tens of thousands of forms for mailing saved employees hundreds of hours of manual labor which could be used more productively on responding to customers.

OSAH also adopted the mantra that "*continuous improvement is a way of life*". Mistakes are viewed as learning opportunities to do things a better way.

Although "change is hard," Judge Oakley observes, the benefits accrued to both customers and staff. OSAH's sometimes rocky workplace has been transformed. "Life is easier, work less tedious, and staff aren't punching bags for customer complaints anymore," Judge Oakley said.

OSAH welcomes anyone interested in talking about its experience to contact Chief Judge Lois F. Oakley at 404-651-7850 or loakley@osah.ga.gov