

# Attaining Excellence

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## A Workforce Development System for Quality Service in Local Government

### 8 Great Outcomes for Your Community

- Improve service delivery
  - Gain citizen support
    - Reduce complaints
      - Win-over elected officials
        - Fight employee apathy
          - Cut absenteeism
            - Prevent grievances
              - Lower workplace stress

**“This program combines solid values, years of research,  
and today’s best training techniques. It works!”**

John Tschohl, Founder Service Quality Institute  
Celebrated as one of the country’s leading  
customer service gurus by Time Magazine



# Measurably Improve Public Satisfaction with Customer Service in Your Local Government

**"Private business long ago recognized the necessity of training their employees in customer service skills. It's time government does the same."**

Mayor Greg Anderson, Pocatello, Idaho

## ***Quality Customer Service Builds Public Confidence***

Daily encounters between citizens and government workers can enhance the reputation of your local government — or create a negative impression that lasts a lifetime. And dissatisfied citizens tell their neighbors, multiplying the negative impact.

Whether utilities, parks or zoning, every department has public contact. Even street repair crews can create a positive impression that builds public confidence in local government. And every employee has internal clients who need excellent customer service. Productivity and teamwork depend upon it.

The private sector has long recognized the importance of quality customer service. Businesses invest in training to insure standards are understood; to help employees gain necessary people skills; and to insure supervisors coach their service teams.

Government is joining industry in making investments to assure quality customer service. *Attaining Excellence* is a great resource for pioneering executives committed to changing the culture and upgrading the skills of their public workforce.

*"I enjoyed success with the Service Quality Institute's programs in the private sector, so when I switched to the public sector, I was thrilled to see the development of the Attaining Excellence program. Its values are so positive, the learning methods so powerful, that I highly recommend it to local governments everywhere."*

Mark E. Anderson  
Human Resources Director, City of Brooklyn Park

## ***Highlights of Attaining Excellence***

**Objective:** Measurably improve public satisfaction with customer service while lowering employee stress, increasing job satisfaction, and developing coaching skills of managers.

**Methods:** Active learning for employees and managers and ongoing coaching, evaluation and recognition.

**Implicit Values:** Do one's best, deliver on promises, listen actively, communicate positively, learning is part of the job, the importance of teamwork, praise and constructive feedback.

**Outcomes:** Increased citizen satisfaction with local government service delivery, improved productivity and a more positive work environment.

## ***Attaining Excellence is a Solution Your Best Employees Will Applaud***

In surveys, local government employees send a clear message that they too value quality customer service. Poor service by co-workers is just plain embarrassing. And everyone can do even better — and lower their stress — with new skills.

*"We've found that most employees want to provide quality customer service, but they often lack the skills, self-worth or coaching to perform successfully. This program puts it all together!"*

Rick Stamm, Senior Partner  
The TEAM Approach

## ***Attaining Excellence Achieves Results! And***

*Attaining Excellence* achieves results because it's more than a one-shot training event. It's a proven workforce development system designed specifically to improve service quality in local government. It works because it's used organization-wide for everyone with external or internal clients. And the content has been developed using 25 years of research on customer service and feedback by training professionals in industry and government.

This system has three parts: active learning by employees and managers; coaching and evaluation by supervisors; and recognizing quality service performance on-the-job.

## Active Learning

Active learning breaks through to people of all job descriptions, from blue collar to high tech. *Attaining Excellence* doesn't allow participants to be spectators. It pulls them into the learning process by presenting the content in multiple ways: visually, verbally, experientially and in writing.



*Realistic dramatizations of typical local government service situations bring key concepts alive. Filmed on location, each encounter shows good — and bad — customer service. Clues of body language and speaking skills are easily - ed with this technique.*

Your facilitators and participants will love the variety of active learning techniques used in *Attaining Excellence*. Group activities, video vignettes, self-evaluations, drawing, note-taking, fill-in-the-blank exercises, observation activities and reviews are woven together to increase learning and retention. *Attaining Excellence* will connect with your participants no matter what their learning style.

## 2. Coaching and Evaluation by Supervisors

New skills, behaviors and attitudes quickly fade unless they are reinforced by the worker's supervisor or manager. Supervisors are a key to workforce development and quality customer service.



Only *Attaining Excellence* has a separate curriculum for supervisors. Its three objectives are:

- 1) to increase their understanding of the five elements of quality customer service delivery,
- 2) to sharpen their coaching skills for continual improvement and celebration of success, and
- 3) to spark new strategies for enhancing the service level in their area of responsibility.

Supervisors avoid coaching because they've never been taught how. You'll help them become more effective in giving feedback so your service initiative will be a success.

The *Attaining Excellence* system includes evaluation forms for use by supervisors to make quality service part of your ongoing performance reviews. They tie your performance reviews to the training, coaching, and quality standards — all in the language of *Attaining Excellence*.



*A complete customer service quality program*

## 3. Recognition of Quality Service

Positive reinforcement has always been more effective than negative sanctions in changing behavior. *Attaining Excellence* honors participant learning with a "Certificate of Accomplishment" for the classroom component. Supervisors may award a striking bronze "Commitment to Excellence" cloisonne pin "when they catch workers providing quality service. Recognition completes the customer service improvement cycle.

***"More and more of my clients in the public sector are doing organization-wide customer service training. I recommend Attaining Excellence because it's tailored to local government and the manager training gives it staying power."***

Sandi Philips, President Sandi Philips Associates, Philadelphia

# "If a local government is serious about customer friendly service, this program should be their highest priority."

Richard L. Larsen,  
Local Government Consultant,  
Former Mayor & City Manager

## *Participant Materials*

### **For individual contributors with internal or external customers**

- Participant Manual, 36 pages, soft-cover
- Certificate of Accomplishment
- Customer Service Performance Standard
- Quality Technique Pocket Reference Card
- "Commitment to Excellence" Cloisonne Pin

### **For all first level managers and supervisors**

- Participant Manual, 40 pages, 3-ring binder
- Customer Service Performance Rating Guide
- Coaching Principles Pocket Reference Card
- Certificate of Accomplishment

## *Facilitator Package Elements*

Everything needed to plan, organize and teach. Easy-to-follow scripted seminar, preparation checklist, room layout ideas, discussion questions & answers, training tips, flip chart copy, and video scripts. Leader Guides include participant manual text so the facilitator doesn't have to jump between two books.

- Employee Training Leader Guide for 12 modules, 120 pages, 3-ring binder, Customer Service Performance Evaluation Form
- 15 Local Government Customer Service Dramatizations, two videotape set, stop/start format, 45 minutes
- Manager Training Leader Guide for 12 modules, 96 pages, 3-ring binder, Customer Service Performance Standards and Rating Guide
- Color PowerPoint Presentation on disk for all 24 modules and hard copies for making overhead transparencies

## *Flexibility in Implementation*

*Attaining Excellence's* modular design allows its use in one or two day formats, or in 10 shorter sessions of 60 to 90 minutes. This flexibility is especially valuable when service must be continued during training. Plus:

- Name/logo of local government may be imprinted on participant materials — ask your SQI Consultant for a quotation
- Program can be fully or partially customized — talk to your SQI Consultant for details

### **1. Turn-Key Program Implementation**

#### *Attaining Excellence Implementation Options*

Employee and Manager classroom training by SQI affiliated training professional(s) using the ready-to-go or a customized curriculum.

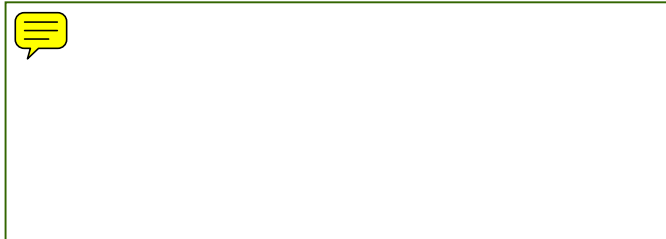
### **2. Train-The-Trainer**

One day workshop for those who will facilitate the classroom learning of managers and employees. Prior training experience not required; enthusiastic individuals with good presentation and people skills helpful. Includes Facilitator Package for each facilitator.

### **3. In-House Facilitation**

Facilitation and participant materials are supplied for internal training. Everything needed to plan, organize and teach are provided for both Manager and Employee classroom learning. Facilitator Package recommended for each facilitator.

For more information, please call or write your Service Quality Institute Representative:



*Attaining Excellence* is offered exclusively by independent Service Quality Institute consultants. Service Quality Institute is internationally recognized for its customer service research, publications, and training resources. Its training systems have helped over a million people in successful organizations worldwide to achieve excellence in customer service.