

RESULTS FROM THE CUSTOMER SERVICE & EMPLOYEE MORALE AGENCY INTAKE QUESTIONNAIRE

OVERVIEW

12 Management responses were received: DPM (Safety, Education, Health, Economic Development), Human Resources, Corrections, Employment Services, Child and Family Service, Public Works, Office of Planning and OLRCB.

8 Labor responses were received: AFSCME, AFGE, WTU, Teamsters, CSO – School Officers, Hospital Employees, FOP - Corrections, and FOP-Youth Services

CUSTOMER SERVICE

1 – What does customer service mean to you?

Management – customer expectation, speaking and listening respectfully, responsive interaction, efficient service, effective service, politeness, respect, timeliness, attitude beyond expectation, quality service. **Labor** – customer service training halted with budget cuts, excellent service, high ethical standard, ensuring member rights under collective bargaining, member and management working together, provide highest quality, friendly and professional assistance, everyone working together to make the working environment better.

2 – Who are your customers? (internal and external)

Management – residents, visitors, workers, parents, students, councilmembers, advocacy groups, administration. **Labor** – administrators, D.C. Government, teachers, school personnel, bargaining units, union members, incarcerated and their family circle.

3 – What does customer service look like in your agency/union?

Management – timely response, quality service, resolve complex issues quickly, face to face interaction, return phone calls quickly. **Labor** – assisting individuals who do not want help, providing assistance to clients in unpleasant circumstances, positive relationship with bargaining units, highest quality services, disruptive environment no one knows what the other one is doing, St. Elizabeth Hospital worst among any agencies

4 – What is the current state of customer service in your agency/union?

Management – customer service is high, not aware of any complaints, office is responsible, high morale, at best average customer service, some people live customer service daily, others forget we are here to serve, need to improve agency-wide consistency in quality, and need more training. **Labor** – always room for improvement, can be improved with additional resources, numerous complaints regarding shortage of supplies, shortage of staff, and positive learning environment.

5 – How can customer service be improved in your agency/union?

Management – hire more personnel, faster hiring process, review feedback from Grade. DC, always room to improve, acknowledge request within 24 hours, training all staff, more FTE, make customer care training mandatory, more cross-training, website improvement, training front-line staff, technology upgrades, and more on-going training. **Labor** – providing employees with resources needed to help residents, to better organize within local units, offer apprenticeship programs, in-house training, central office could work better with unions to better serve customers, a different CEO at St. Elizabeth Hospital, standardizing services, consistent quality, training all staff, labor committees must build more staff morale and fairness.

6 – What ideas do you have for enhancing the current state of customer service in your agency/union?

Management – faster hiring process, enhancing DC Agency website, continue to respond to needs of customers, strengthen 311 relationship, more people to respond to issues, better technology, more resources on-line, training, hosting forums, make customer care training mandatory, more management labor joint activities, improve internal culture and staff respect, empowerment at the line staff, promote teamwork, hold customer service employee to a higher standard, management should lead by example, developing programs that reward good customer service. **Labor** – incentive awards for high quality customer service, increasing salaries to maintain good employees, need more employee training, ensuring customer that the staff is working for them, and more communications training.

EMPLOYEE MORALE

1 – What does employee morale mean to you?

Management – job has purpose, job is meaningful, focuses on well-being of employee, attitude employees have toward job, timeliness, low absenteeism, collective approach to completing work, feeling toward work, retreat-teambuilding, employee recognition, open lines of communications, emotional climate within organization, current state of mind of employees toward job, and higher level of employee morale equates to higher level on-the-job performance. **Labor** – supportive environment, employees are valued, satisfaction, emotions, attitude, overall outlook, job security, reasonable benefits, guaranteed 40 hours of work, respect among supervisors, clear understanding of job duties, self-satisfaction, retirement, affordable retirement, and agency working on one goal for excellence.

2 – Who should be considered in evaluating employee morale in your agency/union?

Management – staff, front line supervisor, HR department, deputies, directors, all employees, members of the team – not management, union, employee committee, working group, and customer group. **Labor** – agency/union, administration, teachers, central office, immediate supervisor, DC Council more oversight over DCPS, every employee should be evaluated, employee rating and training should be evaluated.

3 – How would you rate the morale of employees in your agency/union?

Management – moderate – difficult for staff to separate professional criticism from personal life, overall good – although in midst of transition in leadership so staff is concerned about job, excellent, morale is high, sufficient to get work done, improving in positive direction, morale is low – in economic climate employees would feel much more appreciated if they received monetary reward, union – low/management-average, morale is a 7 (1-10) due to stressful on-the-job demands, and inability to hire new employees. **Labor** - more employees willing to work extra if incentives awards were possible, good under current leadership, morale at WTU is low because teachers have been stripped of job security and feel bullied by the school system, morale low because employees face threats of not receiving regular pay increases or loss of their jobs, morale is high for those who receive an increase in pay, abysmal at St. Elizabeth, improving because of improved communications and information flow and employee recognition, and labor committee morale can improve.

4 – How can employee morale be improved in your agency/union?

Management – faster hiring process and cost of living increase, thanks and appreciation expressed by senior leadership (i.e. the Mayor) directly to staff, more staff, unfreezing step increases, unfreezing of travel and training, transparency, realistic deadlines, lateral training, better compensation, more team building, faster feedback, open communication and dialog, reward and recognition as a motivator, getting employees to feel secure in their position, and more employee focused programs and activities. **Labor** - promotional opportunities, giving competitive salaries, giving job security, providing opportunities for teachers and administration to work more like a team, complete contract stand-off and give long overdue pay raise, decrease length of time to resolve issues or schedule a meeting, developing a competitive retirement package comparable to regional neighbors, and directors acknowledging staff, vendors and customers with genuine care.

5 – What ideas do you have for enhancing employee morale in your agency/union?

Management – re-instituting bonuses based on performance evaluations, agency and District-wide employee recognition program, professional development opportunities, listening to the needs of employees, provide employees with the tools to do the job, more employee benefits, unfreezing step increases, unfreezing travel and training, more staff appreciation, retreats, casual Fridays, motivation and teambuilding workshops, sports jersey day, provide coat hook in each cubicle, have more staff at planning stage of new programs and operations development, institute Employee Appreciation Program, awards ceremony, non-monetary rewards, parking spaces for staff as awards, and programs offered based around better work/life balance. **Labor** – incentive for high quality job performance (cash incentives earned for performance), and increase job security.