

# Public Works - City Government



## Situation:

Moran Consulting was selected in a competitive RFP process to develop a customer-centric culture within the public works and engineering department of a large city (population: 2.3 million). The department manages all infrastructure for the city to include fresh and waste water, construction, traffic, roads and bridges, billing, payment, and collections. The project goal was to apply organizational development practices to build a service culture and increase constituent satisfaction.



## Problem:

- Lack of customer-centric vision and service priority throughout the agency
- Poor image / branding among the community
- Strong silos within departments negatively impacted external service levels
- An urgent need to build engagement and pride in work across all levels
- Lack of both internal and external communication resulted in poor follow-up on feedback.



## Solution:

- Designed and implemented internal customer service standards, created employee satisfaction surveys to measure success rate for meeting new standards. The Moran process for standards development involves collaboration and consensus among both the front line staff and leaders; clarifying goals and expectations to assure buy-in and successful implementation.
- **Service Essentials for Everyone** training - Customer service training for all staff (4000+) to include fundamental skill building around attitude, identifying needs, thoughtful body language and words, service contact points, handling difficult and angry customers and exceeding expectations.
- **Service Essentials for Leaders** training - Training for all organization leaders (850+). Skill building included creating an environment of service excellence, managing communication and feedback, measuring service and recognizing excellence.
- **Train-the-Trainer** - Utilized facilitator's kits and train-the-trainer delivery methodology for operational roll-out.



## Results:

### 25% decrease

in processing time for access to FEMA funds due to flooding



National accreditation received and noted in official letter:

**Customer Service Excellence initiative was declared a “model practice” (nationwide)**