

# County Government – Social Services



## Situation:

Moran Consulting was selected as the consulting partner to assist a major social services division with maintaining excellence in customer service and their image within the community. The division is a part of a large county government system, and is located in a community known for advanced services to their older constituents. This county was the first in the nation to be designated as Age-friendly by the World Health Organization and strive to provide a safe and independent lifestyle for older adults, dependent adults, and the disabled.



## Problem:

- Morale was trending lower among the division employees –negative job satisfaction scores and lack of pride in individual work was driving the culture.
- County leadership was concerned with maintaining high regard in the community.



## Solution:

- **Service Essentials Plus** by Moran Consulting: Customer service training for all staff to include fundamental skill building around attitude, identifying needs, thoughtful body language and words, service contact points, handling difficult and angry customers, exceeding expectations, listening skills, empathy-building, email communications, and essential phone skills.
- **A Train-the-Trainer** program for customer service training: Internal staff were trained by Moran to deliver the Service Essentials Plus program to approximately 400 employees. An “audition” process for trainers was used to help uncover hidden talent within the organization, identify a talent pipeline within the existing rank, and create ambassadors for change in the division.
- **Quarterly Leadership Follow-up Sessions:** Moran worked with leaders to assure clarity and consistency around the vision and goals of the service improvement process. Leaders committed to their role around improving communication, engaging in the day-to-day activities in their departments, measuring and rewarding success, and providing resources for employees.



## Results:

Within 6 months of training roll-out:

14%

increase in positive perception of the overall service

9%

increase in employee perception of accountability

10%

increase in employees going the extra mile for external customers

14%

increase in employee confidence and skills in handling conflict