Innovation Award Submission
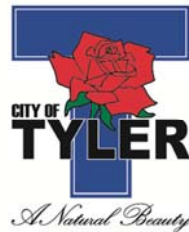
Meeting Citizens' Needs in Challenging Times Through Organizational Development

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In 2008, as the economy continued to decline nationwide, the City of Tyler began looking for ways to do more with less while providing the highest quality services to their citizens. Following their Blueprint Business Model, the City's operations were already quite lean and City of Tyler leaders realized that they would have to continue to seek innovative approaches that would equip City staff with the tools they needed to become even more efficient. The City of Tyler developed an approach for organizational development that consists of three strategies. These strategies encompass of City University, which is designed to foster a culture of learning among City employees; the Called to S-E-R-V-E Program, which is designed to enhance communication and inspire a higher purpose of service from the organization; and Lean Sigma, which is designed to empower employees to solve problems and develop innovative solutions.

The City of Tyler is the largest City in East Texas with about 105,000 residents. Situated half way between Dallas and Shreveport, it has a long history of innovative, forward-thinking management. The foundation was established in 1997, when the City of Tyler adopted the "Blueprint" Business Model to express their core values and commitment to continuous improvement in the way they conduct business and deliver services. As part of the Blueprint, Tyler has kept staffing at a minimum; the City has a similar number of employees today as they did in 1987, even though the community has grown by 30 percent. Tyler has also paid off all general obligation debt and earned a AAA bond rating in September 2009.

Launched in 2008, City University is a program that provides training, education and inspiration to the City of Tyler workforce. The City wanted to create a culture of learning because an organization is only as good as those who work for it. The mission of City University is to "provide high-quality comprehensive training to all City personnel and to serve as a resource for information and tools to enhance the productivity and professionalism of our employees."

The City of Tyler recognizes that the most important element in any organization is its employees. It is through the Called to S-E-R-V-E program that we are able to inspire our employees to better the organization. Called to S-E-R-V-E has a double meaning: the recognizable motto that we are servant leaders committed to a purpose larger than ourselves and it is also an acronym that stands for Streamline, Empower, Respond, Venture and Evaluate. We challenge our employees to find ways to **Streamline** processes in order to improve them. We **Empower** our employees to learn new techniques and methods that will let them complete their job duties in the most efficient and effective manner. Employees **Respond** to concerns from internal and external customers to address issues that will improve our processes. We **Venture** with other departments or organizations to make changes to improve our processes and we **Evaluate** our process and systems for continual improvement.

Lean Sigma is a structured methodology that combines two schools of thought that originated with manufacturers such as Toyota and Motorola. Lean Manufacturing and Six Sigma reduce and eliminate waste and variation in processes. The City realized that this practice was the natural transition that would allow them to eliminate waste, reduce cycle times and decrease defects in City processes – ultimately saving both time and taxpayer dollars.

How is it a quantum leap of creativity?

The structure that the City of Tyler has developed is a quantum leap forward in the way the City of Tyler serves as a model for other cities to follow. Organizations that do not strive to find new innovative ways to continually improve will continue to rise and fall with the tide of the economy. This structure has enabled the City to be better prepared for the worst and the best of times. Through City University, the City strives to enhance a culture of learning for all employees throughout the organization, by providing an environment that

teaches leadership concepts, professional skills, technical ideas and knowledge sharing. The City seeks to empower employees to be engaged in the quest for continual and innovative solutions. By educating and investing in our employees we are making the City better for all citizens. The Called to S-E-R-V-E initiative is providing a method for reaching the higher purpose of the organization. Lean Sigma continues on the theme of empowering our organization with a proven methodology that identifies waste and variation in the process.

Who has benefited from the innovation?

The City of Tyler employees have benefited greatly from our innovative structure of empowerment and continuous improvement. Employees feel that they now are more part of the solutions and are allowed to find new ways of doing things better. The end result being that our customer, the tax paying citizen, is benefiting from our efforts to be the model of City government. The City's ability to sustain our level of service with nearly 140 frozen positions during last year's extremely tight budget is evidence of the program's success. Additionally the $1.7 million savings the Lean Sigma Program has achieved also is a direct benefit to our citizens.

How was the innovation initiated and implemented?

The City of Tyler took a very methodological approach to the implementation of the City University, Called to S-E-R-V-E and Lean Sigma.   City University was created in 2008 to provide training, education and inspiration to the City of Tyler workforce. A full-time Training Coordinator was hired, a Board of Regents was appointed and a metal building was made into a state-of-the-art training facility. Through

many years of employee suggestions, it became apparent that City University's vision would be to create "a well-trained, highly skilled workforce that embraces opportunities for life-long learning and growth."

This program was structured into four tracks of classes: Leadership Development Track, Professional Development Track, Innovation Track and Core Competency Track. In 2009, City University added two additional components--Leadership Academy and a Toastmasters Club. Leadership Academy is a selective program that focuses on the next generation of leaders at the City of Tyler. This program is limited to 15 employees per year. The Academy class spends one year together developing skills that will help prepare them to fill critical leadership roles within the City. Leadership Academy Curriculum includes monthly leadership training classes, a leadership book review with the City Manager and one on one mentoring with a City department leader. The City's Toastmasters Club was chartered after one employee submitted a proposal about it to the City Manager. The City pays the international dues for employees who voluntarily join the club to improve their public speaking and leadership skills. Since the club was chartered, 41 employees have joined and 13 members have earned one or more educational awards.

Called to S-E-R-V-E was implemented in 2008 and illustrates our desire to constantly improve. Called to S-E-R-V-E was developed by the employees of the City of Tyler to enhance our internal communications and augment a higher purpose to the organization and to the community. City employees were asked for ideas on what they would like to see as the City motto. Ideas were submitted from all levels of the organization and then the employees voted on their favorite; Called to S-E-R-V-E won. Each summer, the City Manager visits every department to communicate with and inspire the organization. Every quarter, the Communications Department hosts a Called to S-E-R-V-E event for all employees, which have included a Department Chili Cook Off, a City-wide Christmas Party, and a summer cook out, among others. In Spring 2010, the City University Training Coordinator created the Called to S-E-R-V-E Spirit Customer Service Training. This was a two hour class that explained the employees' role as a servant leader and the tools necessary to exceed the citizens' expectations by delivering top-notch, reliable service. The class was held at each department and all 800 employees were trained.

Lean Sigma was implemented in 2009. The City was looking for ways to bridge the gap between today and what the citizens envisioned for the City in the 21st century as identified through the Tyler 21 Comprehensive Plan. City leaders decided that Lean Sigma was a way to bridge that gap. To implement Lean Sigma the City hired a full time Master Black Belt. The Master Black Belt then conducted what we call Blue Belt training, which is equivalent to an introduction to the basic principles of the Lean Sigma methodology. Since the inception, a total of 138 employees have received introductory training, 29 are green belts and four are black belts.

What risks were associated with planning and developing the innovation?
The City of Tyler completed a survey among department leaders, which revealed that time constraints was a barrier that typically prevented employees to be engaged in programs such as these. Time constraint is a

serious issue for an organization that is structurally flat and has had approximately the same number of employees serving the community since the mid-1980's. These time constraints had the potential of causing the initiative to fail. However, as the employees have been empowered and encouraged, the initiative has thrived and has become part of the City of Tyler culture and the way we do business.

What was the environment in which the innovation was created and sustained?

These programs were created in an environment of a declining economy. Therefore, the City began looking for ways to do more with less while providing the highest quality services to their citizens. The City of Tyler is unique in that it has been built on a solid foundation of continuous improvement and innovation. The City of Tyler Blueprint has enabled the City to have an environment that is open to new ideas and innovative solutions. The Blueprint is the foundation that makes the City of Tyler unique and different from other organizations. As a result, the City has one of the lowest tax rates in the state of Texas, AAA bond rating, and zero general obligation debt.

What were execution cost and savings?

The City of Tyler has benefited financially from the implementation of these innovative solutions.

City University training classes can accept up to 30 participants and the cost per person is between $44 and $48 each. Prior to the launch of City University, the City of Tyler had no formal comprehensive training program. All trainings were handled departmentally and external trainings were primarily utilized which required travel costs and time away from the job. After two years, it has become clear that this internal training program has made a positive impact on the City's budget by saving more than $150,000 in training costs if the same number of people attended training in a different capacity.

The Lean Sigma program has saved the City more than $1,754,393 in hard and soft dollar savings. This is a result of 33 employees trained in Lean Sigma methodology and 28 projects being closed. The City has also benefited from being able to have a fulltime Master Black Belt on hand and not hiring a consultant, which has resulted in $175,774 in savings.

What lessons were learned that could be shared with other local governments?

Integration of approaches is key to a well-rounded strategy. By employing education (City University), communications (Called to S-E-R-V-E), and process improvement (Lean Sigma) the positive outcomes are maximized. Often the best solutions come from the employees who are involved with the process. Empowering bottom-up leadership can pay big dividends. The three strategies the City of Tyler employed during this tough economic time demonstrated a true commitment to our employees. When asking your team to do more with less and to go above and beyond, this investment goes a long way to achieving buy in.

Which department and/or individuals championed the innovation?

All three approaches are championed by Susan Guthrie the Managing Director of External Relations. City University is led by Kristi Boyett, Manager for Organizational Development (formerly called the Training Coordinator). Called to S-E-R-V-E is managed by the Communications Department. Lean Sigma is led by Guillermo Garcia, Manager for Innovation and Master Black Belt.

Leadership Academy

Leadership Academy focuses on training the next generation of leaders for the City of Tyler. This is accomplished through a series of leadership courses, literature review, mentoring and capstone project.

Applications are accepted in September of each year and can be downloaded from the intranet. A maximum of 15 employees are selected each year.

Lean Sigma

Lean Sigma is a business management strategy that was developed to improve product output and eliminate defects and waste (anything that can lead to customer dissatisfaction). The first Lean Sigma Green Belt Class started in October 2009.

Applications for Lean Sigma Green Belt Training are accepted each September. Blue Belt Training courses are available through the Professional Development Track.

Toastmasters

The City of Tyler is sponsoring a Toastmasters Club for City employees. Each meeting gives members an opportunity to practice conducting meetings, giving impromptu speeches, presenting prepared speeches and offering constructive evaluations in a fun and friendly atmosphere.

Blueprint Toasters chartered on Nov. 13, 2010. The club meets every Thursday at City U from Noon to 1 p.m. and is open to all City of Tyler employees.

City University

Classes

2011-2012

Where tomorrow's leaders are being trained today!

212 N. Border Ave.

Tyler, Texas

City University

City University is the City of Tyler's continuing education program for employees. City U provides employees the opportunity to access courses that will enhance skills and overall professional development and contribute to a culture of life-long learning.

Courses are divided into four tracks: core competency, innovation, professional development and leadership development. All courses are free to City employees.

For more information, class schedules and to register, visit the City of Tyler Blueprint intranet at: **http://intranet.cityoftyler.net.**

Mission

City U's Mission is to provide high-quality comprehensive training to all City personnel and to serve as a resource for information and tools to enhance the productivity and professionalism of our employees.

Vision

Our Vision is that the City of Tyler will have a well-trained, highly-skilled workforce that embraces opportunities for life-long learning and growth.

We Will

♦ Encourage the development of critical thinking skills and the use of practical data for problem solving and decision making.

♦ Provide training developed from, and focused on, best practices drawn from diverse disciplines.

♦ Use technology to enhance training.

♦ Foster government, academic and community partnerships.

♦ Tailor the training function to address succession planning and to prepare employees to become the future leaders for the City of Tyler.

Core Competency Track

Competency Definition: Addresses the basic skills needed by employees of the City of Tyler.

Courses:

- New Employee Orientation
  —Second Wednesday of every month
    * *The City's Blueprint Philosophy*
    * *Video Tour of City Departments*
    * *Employee Benefits*
    * *City Policies*
    * *City University information.*
  Participants are also recognized at a City Council meeting.

- Writing Council Communications
  —Oct. 13 and Oct. 17; 2 to 3 p.m.

- Called To SERVE Spirit Customer Service
  — Nov. 18, Feb. 10, May 11 and Aug. 10; 9 to 11 a.m.

- Creating A City of Tyler Business Plan
  — Nov. 29, Dec. 5, and June 20; 9 to 11 a.m.

- Things You Need To Know from the Human Resources Perspective
  —Nov. 30, Feb. 29, May 31, Aug. 29; Check website for time

- Tri-annual Budgeting
  —Dec. 5 and 7; 2 to 3 p.m.

- Cash Handling
  — scheduled as needed

- Disease Exposure
  — scheduled as needed

- Email Records Retention
  — scheduled as needed

Innovation Track

Competency Definition: Provides professional development coursework to employees who have a desire to enhance their technology skills.

Courses:

- Microsoft Excel 2010 Basic
  — Oct. 18 and Nov. 14; 1 to 5 p.m.

- Microsoft Excel 2010 Intermediate
  — Nov. 15; 8 a.m. to noon

- Microsoft Excel 2010 Advanced
  — Dec. 13; 8 a.m. to noon

- Computer Basics
  — Dec. 28; 8 a.m. to noon

- H.T.E. Training
  —Jan. 10; 9 to 11 a.m.

- Microsoft PowerPoint 2010 Basic
  — Jan. 17; 8 a.m. to noon

- Microsoft Access 2010 Basic
  — Feb. 21; 8 a.m. to noon

- Microsoft Word 2010 Basic
  — March 27; 8 a.m. to noon

- Web Page Training
  — Oct. 28, Dec. 9, Jan. 20, Feb. 17, March 16, April 20, May 18, June 15, July 20, Aug. 17, Sept. 21

Professional Development Track

Competency Definition: Provides continuing education for employees to enhance their professional skills.

Courses:

- Working with Lean Sigma Tools
  — Jan. 9 and July 9; 8 a.m. to noon

- Media Coaching
  — Jan. 24, April 24 and July 24; 2 to 5 p.m.

- Business Writing Skills
  — Oct. 26 and March 13; 8 a.m. to noon

- Lean Sigma Blue Belt Training
  — Nov. 8, Feb. 14, May 6 and Aug. 14; 8 a.m. to noon

- Turn Stress Into Success
  — Nov. 30; 8 a.m. to noon

- Serving Difficult Customers
  —Dec. 7; 8 a.m. to noon

- Time Management
  —Jan. 13; 8 a.m. to noon

- Habits for Success
  —Feb. 29 and Aug. 21; 8 a.m. to noon

- Customer Service Phone Etiquette
  — March 2 and Sept. 21; 9 to 11 a.m.

- Conflict Resolution
  — May 2; 8 a.m. to noon

- Do It Now--Brown Bag lunch
  — May 22; 11:30 a.m. to 12:30 p.m.

- Setting Appropriate Boundaries in Today's Workplace
  — May 22; 1 to 5 p.m.

Leadership Development Track

Competency Definition: Provides continuing education for employees either currently in a supervisory role or who wish to transition into a leadership role.

Courses:

- Send Me In Coach
  — Oct. 24; 1 to 5 p.m.

- Employment Law
  — Nov. 2; 8 a.m. to noon

- Supervisor Training
  — Nov. 7, Feb. 6, May 15 and Aug. 13
  Check website for time

- Mastering the Problem Solving Process
  — Feb. 1; 8 a.m. to noon

- Increase Results through Successful Delegation
  — Feb. 15; 8 a.m. to noon

- Habits for Success
  — Feb. 29; 8 a.m. to noon

- Develop and Retain Employees
  — March 20; 8 a.m. to noon

- Navigating Generational Differences
  — April 4; 8 a.m. to noon

- Working with Various Personality Types
  — April 17; 1 to 5 p.m.

- Effective Feedback Delivery
  — June 12; 8 a.m. to noon

- Quality Communication
  — July 12; 1 to 5 p.m.

- Achieve Results Through Team Building
  — Aug. 1; 8 a.m. to noon

- Leading A Meeting
  — Sept. 7; 8 a.m. to noon

City of Tyler

City University

Leadership Academy

2011-2012

http://intranet.cityoftyler.net

What is Leadership Academy?

Leadership Academy is a selective program that focuses on the next generation of leaders at the City of Tyler.

Leadership Academy participants attend one four-hour training class the first Tuesday of each month for a year and a two-hour discussion the third Tuesday of each month for a year.

Participants will also read and review a leadership book with City Manager Mark McDaniel, choose a mentor to meet with every month and complete a capstone project.

How to Apply

1. Download the application from the intranet (http://intranet.cityoftyer.net).

2. Complete the application.

3. Submit the application to your Key Leader.

4. Key Leaders will review applications and send them to City University with a recommendation.

5. City University and the City Manager will review the applications.

6. The Leadership Academy class is announced at City U Graduation each year.

S **STREAMLINE** - To improve the efficiency of; modernize, to contour economically or efficiently.

E **EMPOWER** - To equip with an ability, enable; to give or delegate power or authority to; commission or make accountable.

R **RESPOND** - To react positively or favorably; to render satisfaction; to be answerable with a sense of urgency.

V **VENTURE** - To have the courage or presumption to do; a business enterprise.

E **EVALUATE** - To rate; examine or judge carefully; ascertain or fix the value or worth of, appraise.

212-A N. Border Ave.

Tyler, Texas 75702

(903)595-7172

First Tuesday Classes

- DISC Assessment with Summit Solutions Group (10/4/11)

- The Power of Effective Mentoring with Summit Solutions Group (11/1/11)

- Political Savvy with Strategic Government Resources (12/6/11)

- Intro to City Management with Mark McDaniel (1/3/12)

- Managing a Budget with Summit Solutions Group (2/7/12)

- Lean Sigma Blue Belt Training with Guillermo Garcia (3/6/12)

- Interview, Hire and Fast Start Winners with Leadership Institute (4/3/12)

- Media Training with Susan Guthrie (5/1/12)

- How to Influence Positive, Results-Oriented Attitudes with Leadership Institute (6/5/12)

- Creating a Business Plan with Guillermo Garcia (7/3/12)

- Where Are We Going with Summit Solutions Group (8/7/12)

- How to Reinforce Personal Ethics in the Workplace with Leadership Institute (9/4/12)

Literature Review

- "The 21 Irrefutable Laws of Leadership" by John C. Maxwell

Mentoring

- One on one mentoring and leadership guidance.

Third Tuesday Case Study Discussions

Capstone Project

Called to S-E-R-V-E Spirit
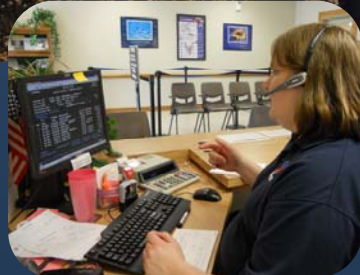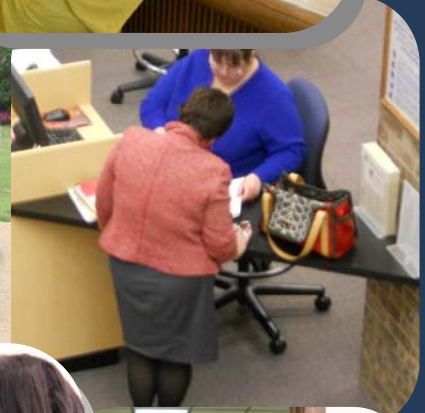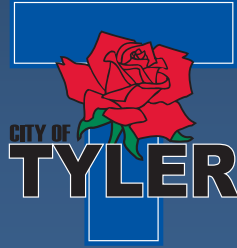
CITY OF TYLER

Dear Team Tyler,

The City of Tyler has a long history of exceeding expectations. This quest for excellence has led the City to introduce many strong initiatives that ensure Tyler stays on the cutting edge of operations and service delivery. This desire to constantly improve is embodied in our motto, "Called to S-E-R-V-E."

Called to S-E-R-V-E exemplifies how we, as City employees, are committed to a purpose that is larger than ourselves and that we have each been 'called on' to serve the Tyler community. As servant leaders, service is at the core of what we do. As our foremost value and objective, we must ensure that all residents receive top-notch, reliable service.

"This customer service training was designed to give us the tools necessary to exceed our customers' expectations."

We are servant leaders and our residents look to us to lead them through meeting their basic service needs and it is also our joint responsibility to make each interaction as pleasant as possible. Accordingly, this customer service training was designed to give us the tools necessary to exceed our customers' expectations.

You have no doubt heard me talk of the Called to S-E-R-V-E difference on my visits to each of your departments; providing superior customer service to our residents is what sets us apart. I am so happy that you are on our team and hope that you take this opportunity to be part of something very, very special.

Sincerely,

Mark McDaniel

City Manager

BLUEPRINT

VISION

The City of Tyler vision is a local city government environment supported by innovative service techniques; a well trained and productive workforce; and a service delivery system that seeks to provide the best responses to the needs of its citizens and business community.

MISSION

Tyler's mission is to create a citizen sensitive and customer oriented environment where all City services are quality-driven in the most appropriate cost-conscious manner.

The Tyler Blueprint, adopted in 1997, represents the City's core values and goals for operational best practices.

S
E
R
V
E

STREAMLINE - To improve the efficiency of; modernize, to contour economically or efficiently.

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RESPOND - To react positively or favorably; to render satisfaction; to be answerable with a sense of urgency.

VENTURE - To have the courage or presumption to do; a business enterprise.

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CORE VALUES

✓ Highest premium is placed on responsiveness to citizens' needs.

✓ All City services are competitively or contractually delivered.

✓ Tyler's leadership employs strategic, fast track thinking to keep the organization streamlined, adaptable to change and competitive.

✓ There is an organizational mindset for production, innovation, service excellence and results.

✓ All employees are fully trained and quantifiably productive.

✓ The City is postured with 21st century technology.

✓ There is a focus on minimizing liabilities and costs and improving service quality and delivery.

✓ The organization is constantly audited for performance productivity and operational effectiveness.

✓ The City Manager is the business manager for the City's blueprint for competitive services, productive staff and technologically correct processes.

✓ The City will pursue the Tyler 21 Vision to become nationally known for a commitment to community, a robust business environment and the beauty of public places.

Called to S-E-R-V-E

Learning Objectives

✅ Participants will be able to discuss how customer service is part of the Blueprint philosophy.

✅ Participants will be able to identify the attributes of servant leadership and the Called to S-E-R-V-E Spirit.

Activity

Explain why you chose to work for the City and what Called to S-E-R-V-E means to you:

_____

_____

_____

Points To Ponder

- While the Blueprint has been our long-term culture and conceptual framework, our motto really brings home the vision of serving a higher purpose and being here to serve others.

- The first Core Value of the Blueprint is "Highest premium placed on responsiveness to citizens' needs."

- The legacy you leave is making the lives of the people around you better.

- Leadership = Service and Service = Leadership.

Things To Remember

_____

_____

_____

_____

Share Your Expertise

Learning Objectives

✓ Participants will be able to explain why being an expert at their job as well as being knowledgeable about general city information makes them more credible to the customer and in a better position to provide customer satisfaction.

✓ Participants will be able to identify why taking the time to educate the customer will have a big payoff.

Activity

Which employee would you rather talk to?

 Customer: Why do I have to come down to the water office in person and show my ID when I can sign up for electric and cable over the phone? This is such a hassle!

 Employee A: I'm sorry ma'am, those are the rules that we all have to follow.

 Employee B: I'm sorry for the inconvenience. We are under guidelines to protect your identity against fraudulent activity.

Positive Language

Don't Say:

- I can't do that.

- That is not in the department budget.

- This is the way we have always done it.

Do Say:

- What I can do is offer you…

- Thank you for that idea. Don't forget it could incur additional costs such as additional people, vehicles and equipment.

- That is a new way of looking at it. Let me run that by my supervisor and get back with you.

Share Your Expertise

Points To Ponder

♦ Our customers expect you, the City employee, to be knowledgeable about your job and department. When you do not show confidence in your job knowledge, doubt creeps into the customer's mind and they begin to not trust you, your Department or the City.

♦ Customers are usually satisfied if you can explain the underlying reasons for a situation and help them understand "the why."

♦ If you don't know the answer, tell the customer "I know who will have that answer. Let me do some research and get back to you."

How will you use this information to provide exemplary customer service?

_____

_____

_____

Activity

Find a partner and ask each other questions that you are commonly asked by your customers. Make a list of common questions and write down the answer below.

Common Q&A

_____

_____

_____

_____

_____

_____

Share Your Expertise

Tips

√ Do your research. Read department brochures and press release emails from the Communication Department.

√ Have important, commonly asked about information in reach.

√ Ask your supervisor questions.

√ Practice explaining issues in laymen's terms.

√ Identify coworkers who have excellent customer service skills and job knowledge.

Trip-Ups

√ Information can change so be sure that you stay up to date.

√ Avoid a negative tone.

√ Always explain what we CAN do for the customer.

Things To Remember

_____

_____

_____

_____

_____
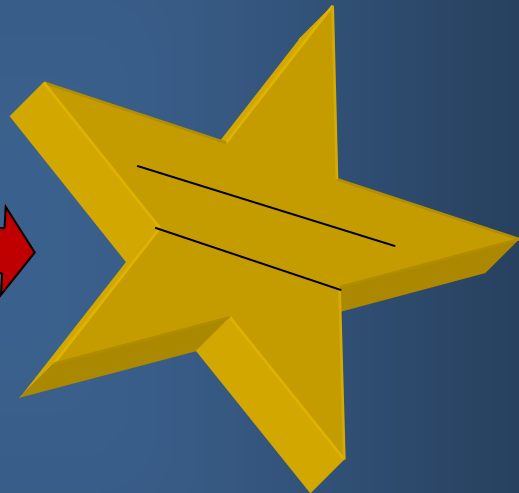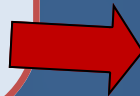
Share Your Expertise
Self Test

Answer the following questions, without looking back in the book.

1. What happens when you do not show confidence in your job knowledge?

_____

2. When I don't have the answer to a customer's question, I should say…

    A. I don't know.

    B. Hold on a second.

    C. I know who will know the answer to that. Let me research it and get back to you.

    D. You need to call someone else.

3. Which one of these statements should you **avoid**?

    A. I'm sorry for the inconvenience.

    B. What I can do…

    C. That's not my job.

    D. I understand your frustration.

4. You should periodically ask your supervisor if any policies or procedures have changed.

    True

    False

5. Customers are usually _____ if you can explain the underlying reasons for a situation and help them understand "the why."

Be A Pro

Learning Objectives

✓ Participants will be able to list the key attributes of professional behavior.

✓ Participants will be able to explain how ethical decision making plays a critical role in being a true professional.

✓ Participants will be able to identify how their appearance and the appearance of their office can have a dramatic effect on the customer's perspective of their credibility.

Activity

True professionals are:

Assertive yet _____

Punctual yet _____

Individualistic yet _____

Accurate yet _____

"Warm" yet _____

Points To Ponder

♦ People who are professional are unfailingly polite, courteous, honest, respectful and well-spoken, no matter what the situation.

♦ Being professional means you keep your cool and remain calm under any circumstances. No matter how upset a customer or coworker makes you, don't overreact; handle the situation rationally and don't take it personally.

♦ Know your boundaries and how you will handle a situation before another person oversteps them.

♦ Creating a professional image starts with cleanliness. This means clean, unwrinkled clothing and shoes in good condition. To start your day, you should bathe well, use a good deodorant and clean under your fingernails. Your hair should be clean and neatly styled. Men should be clean shaven or have neatly trimmed facial hair.

Things To Remember

_____

_____

_____

Be A Pro

Activity

List the items in the photo below that do not display professionalism.

OFFICE	EMPLOYEE
_____	_____
_____	_____
_____	_____
_____	_____

The 5S Philosophy: Sort, Straighten, Shine, Standardize and Sustain.

Upcoming Classes: Blue Belt Training, March 21; 1 to 5 p.m.

Working With Lean Sigma Tools, May 19; 8 a.m. to Noon

Blue Belt Training, June 14; 8 a.m. to Noon

Points To Ponder

- The public's trust is a valuable currency.

- The appearance the public sees often trumps the facts of the situation.

- Making ethical choices is more than right versus wrong. The best strategy is to be educated and prepared to do what is right.

- Ethics is the standard of conduct for personal and professional behavior that is influenced by your personal values and your employer's values.

- If you see a coworker do something unethical, you can anonymously report it by calling (800) 447-0979.

How will you use this information to provide exemplary customer service?

_____

_____

Be A Pro

Activity

Break into teams, pick a scenario from the stack and ask each other:

Is it legal? Does it comply with City policy, rules and organizational values?

Will I feel okay and guilt free if I do this? Is bias or emotion clouding my judgment?

Would I do it to my family or friends? Would the most ethical person I know do this?

Sign the City of Tyler Ethics Statement.

Tips

√ Smile and be sensitive to others.

√ Get your office space organized.

√ 5S your office with the help of a Lean Sigma Green Belt or Black Belt.

√ Emulate someone that you think is successful at being professional and ethical.

√ Whose work area do you think displays professionalism?

Trip-Ups

√ Avoid personal conversations with coworkers or talking on personal cell phones in front of customers.

√ Don't get too casual.

√ Avoid being overly assertive or too loud.

√ Avoid interrupting people.

Be A Pro
Self Test

Answer the following questions, without looking back in the book.

1. Which of these is not part of 5S?

     A. Sort

     B. Shine

     C. Switch

     D. Straighten

2. To convey a professional appearance you should:

_____.

3. When you are faced with an ethical issue, you should ask yourself if it complies with the City's organizational values.

     True

     False

4. When you are having a personal conversation with a coworker and a customer walks in, you should…

     A. Finish your conversation and then attend to the customer.

     B. Immediately pay attention to the customer.

     C. service the customer and then finish your conversation with the coworker while the customer is still present.

     D. None of the above.

5. Being professional means you keep your cool and remain _____ _____ ____ _____.

Follow-Through

Learning Objectives

✔ Participants will be able to recognize the importance of providing a prompt response while being accountable by following through and coming to a resolution.

✔ Participants will be able to recall how displaying a sense of urgency to customers affects their perception of the service provided.

Activity

Who is your customer:

_____

_____

_____

Points To Ponder

♦ A sense of urgency is an inner desire to get a task completed in a quick and efficient manner. This inner drive is an impatience that motivates you to get going and to keep going. A sense of urgency feels very much like racing against yourself. When you work with a sense of urgency, it shows the customer that you respect their time.

♦ You are responsible for the customer's perception of the City. Branding includes our logo and colors but it is truly established with your interaction with each customer. Make this perception positive by acting on a request from the public and other departments as soon as possible, answering the phone within three rings, returning phone messages and emails within 24 hours, to name a few. If you don't have the answer yet, contact the customer to notify them of the status.

♦ Do what you say you will do. Follow through on the commitment you made to the customer.

Things To Remember

_____

_____

_____

Follow-Through

Activity

The proper way to transfer a call:

A customer calls and you answer the phone within three rings. → Ask the customer, "How can I help you?" → The customer explains their issue and you are unable to help. → Determine the correct department that they need to talk to by consulting the One Page Directory, if needed.

You explain to the customer that you will be transferring them to the appropriate person who can help them. You give the customer the department's direct number and then ask them to hold so that you can transfer them. → You press the transfer button and stay on the line. → The other employee answers. → You explain the customer's issue to the other employee. → You press the transfer button to connect the customer with the appropriate employee.

The other employee does not answer. → Switch back to the customer and ask if they want to leave a voicemail or if you can take a message. → If they want to leave a voicemail, press transfer and then * and the extension for it to send them directly to the voicemail.

Tips

√ Categorize your emails in Microsoft Outlook.

√ Make to do lists in the Task function of Microsoft Outlook.

√ Use your Outlook Calendar to set reminders and block your time to work on projects.

√ File in a way that makes sense to you.

Trip-Ups

√ Avoid making to-do lists on sticky notes that may get lost.

√ Don't rely on your memory only.

√ Don't procrastinate.

Follow-Through
Self Test

Answer the following questions, without looking back in the book.

1. When you work with a sense of urgency, it shows the customer that you
_____ _____ _____.

2. I can contribute to giving the customer a positive perception of the City when I

    A. Let the phone go to voicemail when I am busy and in the middle of a project.

    B. Return phone messages within 24 hours.

    C. Look busy.

    D. Placing them on hold.

3. A sense of urgency is an _____ _____ to get a task completed in a _____ and _____ manner.

4. It is okay to transfer a customer to someone without announcing the call if they only told you a short story.

    True

    False

5. Which one of these is **not** what you do when solving a problem.

    A. Put off calling the customer until you have all the answers.

    B. Contact the customer with the status of their issue.

    C. Listen to their question and decide what action to take.

    D. Ask your coworkers for advice with the issue.

The Personal Touch

Learning Objectives

✅ Participants will be able to explain the impact interpersonal communication has on the way their customers perceive their experience.

Activity

List the non-verbal ways you can show a customer or co-worker that you are listening:

_____ _____ _____

_____ _____ _____

Points To Ponder

- Active listening is responding to the message that was delivered by the other person.

- Reflection is listening to the customer and summarizing what they said in your own words. This technique shows that you have been paying attention and it also helps clarify that you are understanding the correct meaning.

- Show your acknowledgement of the customer's feelings.

- Understand the customer's needs before proposing a solution.

- Remember that each generation and culture has a different perception and be sensitive to their communication style.

Things To Remember

_____

_____

_____

The Personal Touch

Activity

Who would be more likely to provide exemplary customer service?

Get with a partner and practice the Reflection technique.

How will you use this information to provide exemplary customer service?

_____

_____

Tips

√ Put your personal issues aside.

√ Be in the moment and focus on the customer.

√ Confirm that you truly understand the customer's expectations.

√ Look for solutions.

√ Be patient.

Trip-Ups

√ Avoid assuming; instead ask questions.

√ Don't get bogged down with multi-tasking.

The Personal Touch
Self Test

Answer the following questions, without looking back in the book.

1. Eye contact has little impact on good communication. Circle one:

   True

   False

2. Most customers want:

   A. Fast service

   B. To be acknowledged

   C. To feel important

   D. All of the above

3. Every culture has a different _____ and communication style.

4. A customer has just finished telling you a story about the problem they are having. You…

   A. Propose a solution.

   B. Ask "What do you expect me to do about it?"

   C. Summarize and reflect their issue.

   D. Ask them "What is your point?"

5. Non verbal cues lets the customer know you are _____.

CORE VALUES

(illustrative brochure imagery: Tyler Blueprint, Called to S-E-R-V-E)
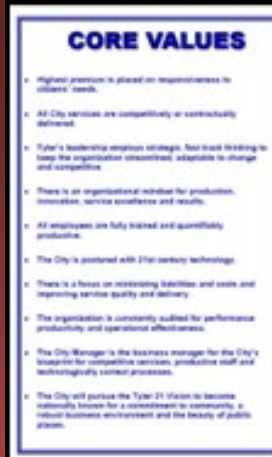
Questions

- How do you determine customer satisfaction, engagement, and dissatisfaction?
- What processes in your work area have variation and waste?
- What indicators do you measure for process performance?
- How could Lean Sigma be used to improve the process?

Contact

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Building Upon A Quality Foundation

Lean Sigma Methodology

Define ⟩ Identify Y

Measure

Analyze ⟩ Process Characterization

Improve

Control ⟩ Process Optimization
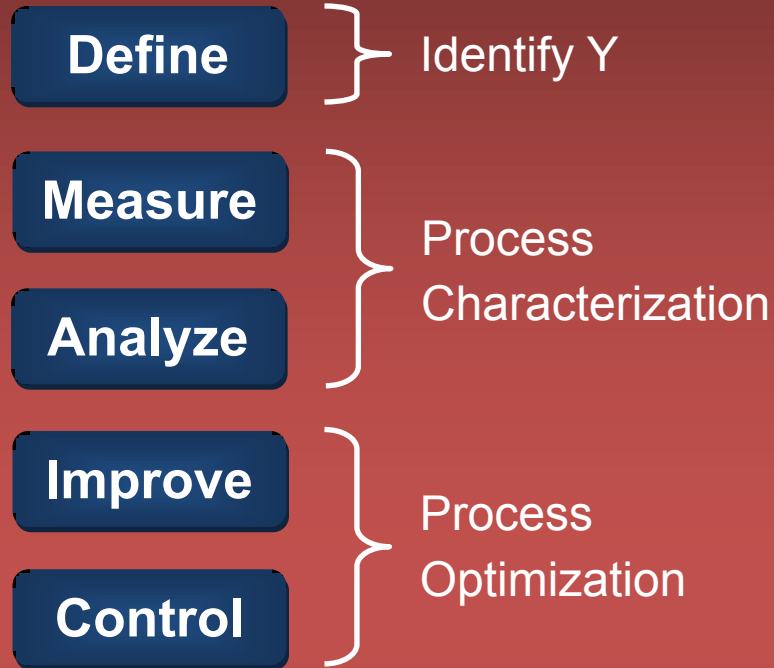
Sigma Level	DPMO
6	3.4
5	233
4	6,210
3	66,807
2	308,538

The Higher the Sigma Level the lower the defects!

Lean Sigma Objectives

Six Sigma:
- Relentless pursuit in variation reduction
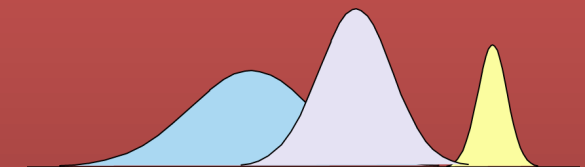
Lean Manufacturing:
- Relentless Pursuit in the elimination of waste

Eliminate Waste
Inventory
Transportation
Over-Production
Over-Processing
Defects
Waiting
Motion

Define

1. Project Selection and Scoping
2. Defect Definition

Measure

3. Validate Measurement System
4. Determine Process Capability
5. Establish Goals
6. Identify Potential X's (Factors)

Analyze

7. Identify Significant Variables

Improve

8. Determine Optimal Solutions
9. Implement Improvements
10. Validate Measurement System
11. Improved Process Capability

Control

12. Implement Controls

$Y = F(X)$

Trivial Many identified !

Optimized Process!

TOOLS

EXAMPLES

Define Phase

- Descriptive Statistics
- Critical to Satisfaction
- Cost of Poor Quality
- Project Charter

Measure Phase

- Measurement System Analysis
- Process Capability Analysis
- Process/Value Stream Mapping
- Cause & Effect
- YX Diagram
- Descriptive Statistics

Analyze Phase

- X-Tracker
- Descriptive Statistics
- Normality
- Cycle Time/Takt Time
- Spaghetti Diagram
- Test of Equal Variances
- ANOVA
- 1-Sample-T
- 2-Sample-T
- Correlation
- Regression
- Proportions testing
- Non-parametric Statistics

Improve Phase

- Design of Experiment
- Failure Mode & Effects Analysis
- Inferential Statistics
- Lean Improvement Techniques

Control Phase

- Statistical Process Control
- Mistake Proofing
- Control Plan
- Visual Management
- Procedure Control