



CUSTOMER SERVICE REPORT 2017

Analysis & Implementation



MESSAGE FROM THE DIRECTOR



Under the guidance of the Honorable Mayor Muriel Bowser the Department of Employment Services set out to establish the customer service goals for the agency. We took a “big-picture” approach by considering not only what customer service means to our agency, but what it means to the District residents we serve: jobseekers, employers, and other partners within the District of Columbia. Our goal is to be world-class in customer service delivery within the workforce development system. We believe that we are on the right path in reaching this goal.

Earlier this year, the agency conducted an assessment of the current business processes surrounding customer service. The assessment identified opportunities that led to the development of a set of initiatives that have begun to drive sustainable improvements in customer service at DOES. As a major output of these initiatives and a reflection of DOES’ full commitment to world-class customer service, the agency published the Customer Service Bill of Rights in October 2017 during the relaunch of our newly redesigned American Job Center. The Customer Service Bill of Rights set the standard of service our customers can expect from us.

The underlying strength of any agency lies in its staff. A key element of enhancing the overall service delivery of DOES is the recognition of the significance of our staff as internal customers. The same principles of quality customer service apply internally as well as externally. Making provisions for specific measures designed to meet the needs of both our internal and external customers, will greatly enhance our capacity to meet our overall customer service commitments.

I am pleased to present the **Customer Service Report 2017: Analysis & Implementation** for the DC Department of Employment Services. This report highlights the foundation laid out by our Customer Service Initiative Implementation plan and the significant progress made in the area of service delivery.

Our customers are the driving force of the agency’s existence and I look forward to working with DOES staff and the District stakeholders on this journey to world-class customer service.

A handwritten signature in black ink, appearing to read 'Odie Donald II'.

Odie Donald II
Director
DC Department of Employment Services



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Department of Employment Services (DOES)

MISSION

The Department of Employment Services (DOES) mission is to connect District residents, job seekers, and employers to opportunities and resources that empower fair, safe, effective working communities.

VISION

The Department of Employment Services provides comprehensive employment services to ensure a competitive workforce, full employment, life-long learning, economic stability and the highest quality of life for all District residents.

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APPROACHING WORLD-CLASS CUSTOMER SERVICE

Meeting the needs and expectations of the DC Department of Employment Services customers requires that we know and understand our customers — as individuals and as partners. That means consistently gathering their feedback, removing barriers of communication, and taking steps to foster a long-term relationship rather than just a limited, transactional one.

Our approach: DOES completed a comprehensive evaluation of the operations at DOES — office headquarters, American Job Centers, and the tools and technology that impact customer service. We also conducted surveys, hosted community conversations and employee engagement activities to receive substantive feedback from all stakeholders.

Our goal: DOES sought to identify the gaps in our processes, programs, and service delivery to streamline and integrate sustainable solutions that result in delivering world-class customer service.

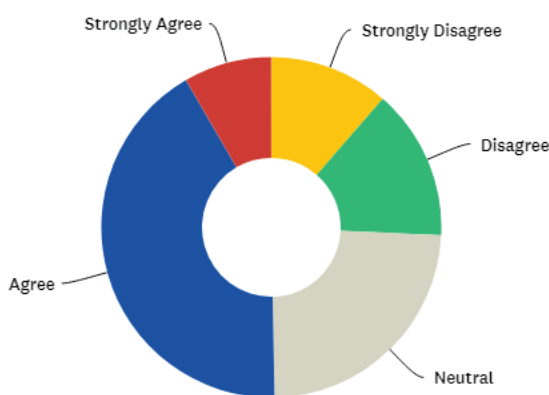
In creating and evaluating our customer service strategy, we conducted an internal and external analysis with the following question at the heart of each phase: *“How can we serve you better?”*

Hearing our customers’ stress the importance of efficiency, professionalism, responsiveness, and overall satisfaction, allowed us to develop an effective strategy that focuses on improving these key areas. We developed a platform of key initiatives to drive the agency toward world-class customer service:

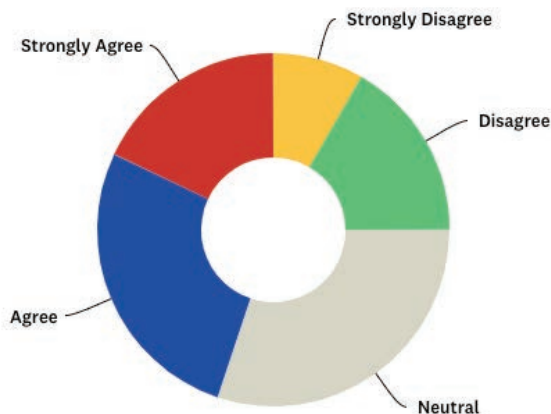
- Transform Customer Service Culture
- Performance and Accountability
- Full Accessibility
- Improved Outreach
- Technology Enhancements

To develop a solid customer service strategy we focused on agency culture, guidelines and policies, technology capabilities, customer navigation center, training and professional development of DOES staff, barriers to accessibility to programs and services, and gaps in communication.

The results led to multiple improvements from added departments and roles, new programs and services, and improved operating procedures to the revision of our mission statement and the customer-centric redesign of the DOES headquarters’ American Job Center.



50% of respondents agree or strongly agree that DOES staff is professional and courteous



61% of respondents agree or strongly agree that DOES maintain very high standards of quality

KEY ACHIEVEMENTS/TAKING ACTION (THE RESULTS)

TRANSFORM CUSTOMER SERVICE CULTURE

Transforming our agency's culture takes commitment, dedication and a serious desire to understand where we are now compared to where we want to be. Engaging our employees by asking very specific questions helped us do just that. Based on our customer survey, 61% of respondents agreed or strongly agreed that DOES maintains very high standards of quality. This perception of substandard quality was the major driving force to create a solid foundation that drove immediate improvement to customer service but also created a culture of continuous improvement that strives for world-class performance. This foundation starts with transforming the culture within the agency

and illustrating our commitment to quality customer service externally. The following are some highlights of achievements under the Transform Customer Service Culture Initiative.

DOES: ON A MISSION! STATEMENT

Enhancing our customer service delivery means the agency must have a clear mission. We want to ensure that DOES staff is connected to a common message. Utilizing input from agency employees, the DOES mission statement was revised. Based on staff votes, the following mission statement has been adopted:

The Department of Employment Services (DOES) **mission** is to **connect** District **residents, job seekers,** and **employers** to opportunities and resources that empower **fair, safe, effective** working communities.

IMPACT

The revised mission statement will inspire and remind our staff, partners and customers of who we are and why we serve.

DOES CUSTOMER SERVICE BILL OF RIGHTS

In response to the feedback from our customers, DOES made a bold commitment to improve the customer experience. The Customer Service Bill of Rights is DOES' commitment to deliver world-class customer service. In publishing the Bill of Rights, we have set a standard and expectation for all customers when interacting with DOES.

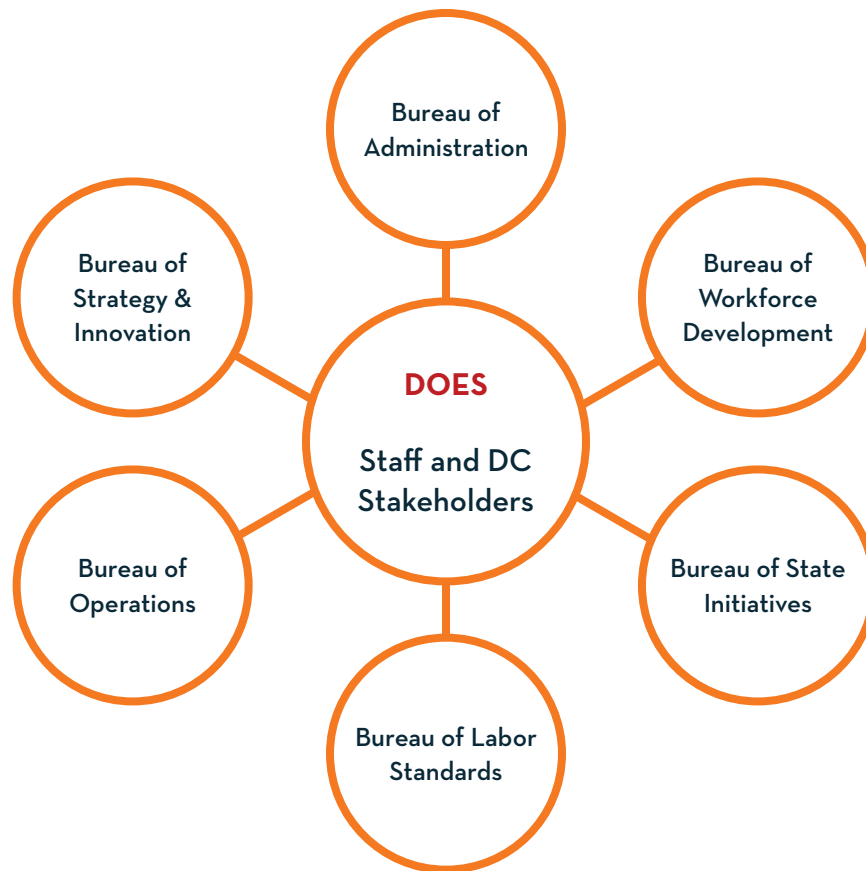
Our customers are entitled to these commitments at all entry points.

The Customer Service Bill of Rights has the highest level of commitment from all District leadership exemplified by the signature of Rashad M. Young, City Administrator.



IMPACT

Customers know what to expect when dealing with DOES no matter the point of entry.



IMPACT Aligned departments, people, goals, and processes equal high quality production.

ORGANIZATIONAL GROWTH

In an effort to establish sustainable change and continuously drive toward world-class customer service, improving the agency's reporting structure needed to be a critical component of the customer service strategy. DOES realigned to establish six bureaus: Bureau of Administration, Bureau of Workforce Development, Bureau of State Initiatives, Bureau of Labor Standards, Bureau of Operations, and Bureau of Strategy & Innovation. The realigned reporting structure will drive efficiency and effectiveness as DOES becomes a leader in service delivery. Specifically, the Bureau of Strategy & Innovation which oversees a key piece of WIOA integration as a primary responsibility of customer service functions. The new Customer Service Officer will be responsible for ensuring the voice of the customer is always heard, customer service remains the center focus of the agency, and drive innovative solutions to improve the culture and operational performance of DOES.

BUREAU OF STRATEGY & INNOVATION

New Offices Established in the Organizational Redesign

- Office of Multiple Information Systems
- Office of Training and Professional Development
- Office of Customer Experience
- Customer Service Officer

A Customer Service Officer will be appointed to oversee the internal and external customer service delivery and engagement for the agency.

CUSTOMER SERVICE SURVEYS

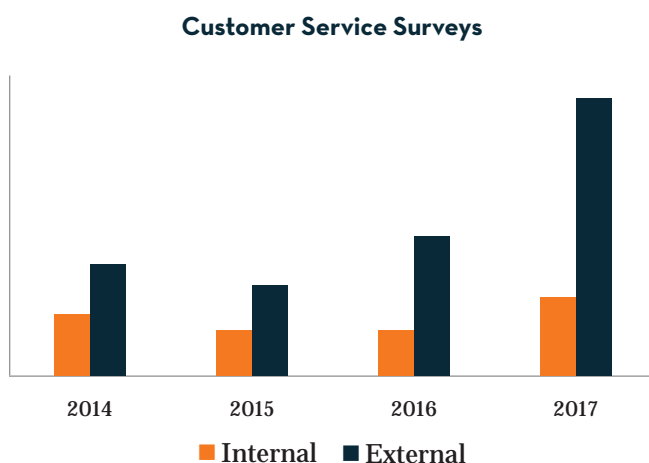
At DOES, meeting customers' needs is the cornerstone of everything we do. The enhancement of customer satisfaction begins with understanding our customers' needs. Although we have established a culture to listen to the customer at every contact point, we implemented a formal Customer Satisfaction Survey platform. The survey platform is a powerful source that DOES can utilize to effectively respond to the overall needs of the internal and external customers.

The surveys range in duration; from annual to monthly to post-event surveys. Frequency of surveys helps us stay connected to the ever-changing environment and needs of the customers. Feedback and opinions provided through the surveys may be used to develop new programs and services and to improve those we currently provide. These types of surveys are also used to measure whether customer service enhancement activities are functioning as planned.

Survey Examples



IMPACT Internal and external customer feedback identifies areas of improvement.



DOES continues to increase opportunities for all customers to provide feedback for continuous improvement.

EMPLOYEE ENGAGEMENT AND RECOGNITION

Studies show that disengaged employees are less satisfied, therefore less productive. Only 41% of DOES staff agreed or strongly agreed that they were properly engaged by the agency. As our internal customers, employees are one of the determining factors between successful agencies and agencies that never reach their potential. The difference is that successful, admired agencies have engaged employees who feel valued, empowered and recognized. DOES is actively striving to create more opportunities for staff to contribute and become more engaged. An example is the recent agency wide activity, "DOES: On a Mission!", to finalize the agency's mission statement through employee feedback.

In addition to engagement, employees also want to feel valued and that their hard work is recognized. Based on the internal survey, only 27% of the staff agreed or strongly agreed that DOES recognizes employees for

their quality work and accomplishments. To improve this perception and to reiterate the importance of customer service at DOES, a quarterly Customer Service Employee Recognition Program will be implemented where staff will be acknowledged based on colleague nominations. This type of employee recognition program will incentivize DOES employees to continuously strive to deliver world-class customer service.

IMPACT

Reinforced idea that customer service is an essential part of every employee's job. DOES employee recognition program to be implemented in FY18.

INTERNAL TRAINING AND DEVELOPMENT

In order to create a customer centric culture at DOES, every staff member must be trained and equipped to deliver superior customer service internally among DOES staff, other agencies and externally to each DC resident they encounter. Through the Transform Customer Service Culture Initiative, DOES has made great strides in providing world-class training and development opportunities to all employees at every organizational level. Programs like Academy DOES and Executive Coaching equip the staff to be confident leaders and practical training such as Americans with Disabilities Act and Language Access training ensure that every DC resident has a high quality effective experience with the agency. More details are outlined in the *2017 Training and Professional Development Report*.

IMPROVED COMMUNICATION

Agency Newsletter - Director's Daily Dispatch

In July 2017, the agency introduced an internal newsletter to the DOES staff. The newsletter is designed to be an invaluable mouthpiece for internal stakeholders throughout the agency. The resulting content is a 360-view of what is going on in and around DOES.

GOVERNMENT OF THE DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

From the desk of . . .
DIRECTOR ODIE DONALD II
D.C. DEPARTMENT OF EMPLOYMENT SERVICES

DOES DAILY DISPATCH
MONDAY, JUNE 24, 2017 Summer 2017, Issue 1

TODAY'S ACTIVITIES AT A GLANCE...

LEADERSHIP ON LOCATION

GET READY...Leadership on Location Visits Headquarters TOMORROW...July 25-26, 2017

Leadership on Location is an agency-wide initiative designed to focus on customer and staff needs and create a platform for new ideas and process improvements.

Under the Leadership on Location model, staff identifies ways in which they will enhance service delivery at their own specific center (location). Various focus areas are created for each location which encompasses the unique qualities of the customer base within that community.

Things You Need to Know

- In June 2017, 16,200 jobs were added to the District economy <http://bit.ly/ztv8DdH>
- Solar Works DC Launch with Mayor Bowser today at 11am; DOE, DOES and GRID Alternatives will be rolling out the Summer 2017 cohort of the Solar Works DC program with a solar installation at a Ward 5 residence.
- Leadership on Location at DOES HQ begins tomorrow - July 25-26
- Mayor Bowser Launched The Lab @ DC - Research team that will use the latest scientific insights and methods to improve policies and services for the District. <https://mayor.dc.gov/release/mayor-bowser-launch-lab-dc>
- Application Deadline for Mayor's Opportunity Scholarship Awards Deadline is 12pm tomorrow <https://does.dc.gov/page/mayor%E2%80%99s-opportunity-scholarship>
- Workforce Investment Council is holding a public meeting on Monday, July 24 from 10-12pm at 2235 Shannon Place SE, DFHV Hearing Room, 2nd Floor

Intranet

Our revised intranet site improves employee engagement, information management, human resource management, streamlines collaboration, and much more. This centralized platform will help transform DOES as it plays a vital role in sustaining how we share and engage across the agency.

The scheduled go-live date of Phase 1 of the new intranet is January 2018.

WELCOME TO THE DOES INTRANET

Mayor Muriel Bowser announced that she will open a new Greenlight Hub at the Greenlight Center in Ward 5.

Upcoming Events

- Leadership on Location
- Mayor's Opportunity Scholarship Awards
- Workforce Investment Council
- Leadership on Location

Recent News

- Leadership on Location
- Mayor's Opportunity Scholarship Awards
- Workforce Investment Council
- Leadership on Location

PERFORMANCE AND ACCOUNTABILITY

The ongoing effectiveness and quality of customer service will now be measured as a standard agency practice. DOES' has significantly invested to equip each staff member with the tools to better serve our fellow employees and our diverse customer base. Internal monitoring of our performance in customer care, agency leadership, and operational effectiveness will allow us to assess our progress, confirm our objectives, continue to reflect on our customer and agency priorities, and make adjustments to the plan and strategy as required. Additionally, to improve accountability and overall employee performance, customer service metrics have been integrated into the performance management process within the agency in alignment with the Office of Budget and Performance Management's FY18 Performance Plan and Core Business Function KPIs.

- We will listen effectively to our customers' requests and promptly take the necessary actions to assist them.
- We will respond in a timely manner to all phone and email inquiries within 24 hours during normal business hours.
- We will protect our customers' financial and personally identifiable information at all times.
- We will immediately refer our customers who are Limited-English proficient (LEP) or Non-English Proficient (NEP) to our Language Access Line to provide service.
- We will make every reasonable effort to ensure equal access for customers with disabilities are met. This includes sign language interpreters, adaptive or assistive technology, and more.

CUSTOMER SERVICE STANDARDS

OUR COMMITMENT

DOES is committed to providing world-class customer service delivery to consistently meet or exceed the immediate and long-term needs of our customers.

GENERAL

- We will make it our goal to exceed the expectations of all of our customers.
- We will work proactively to anticipate and meet the needs of those we serve.
- We will hold ourselves and each other accountable for our customer service commitment.
- We will make a conscious effort to acknowledge coworkers and notify their supervisors when their actions comply with these standards.

EXTERNAL CUSTOMERS

- We will treat our customers in a courteous, respectful, and professional manner at all times.

INTERNAL DOES ASSOCIATES

- We will act as one DOES.
- We will interact with each other in a courteous, respectful, and professional manner at all times.
- We will work to resolve issues with coworkers and other bureaus/departments by discussing problems directly and working toward agreed upon solutions.
- We will be considerate, cooperative and helpful to every staff member to assure quality services.
- We will hold ourselves and each other accountable for addressing inappropriate comments and behavior.

TELEPHONE ETIQUETTE

- We will answer our phones within three rings.
- We will identify ourselves when we answer and be courteous, respectful, and professional.
- We will listen to the caller's request and assist the caller accordingly.

- If we cannot assist the caller, we will direct the call to the appropriate person. Before transferring the call, we will obtain the caller's permission and provide the caller with the name and extension number of the person who will be helping the caller.
- We will obtain the caller's permission before placing the call "on hold" by asking and waiting for a response before initiating the hold function.

VOICE MAIL

- We will respond to voice mails within 24 hours during normal business hours.
- We will update our voicemail greeting, advising callers when we will be out of the office for an extended period of time (1/2 day or longer), informing callers of when we will return and who they may contact with questions (if applicable).

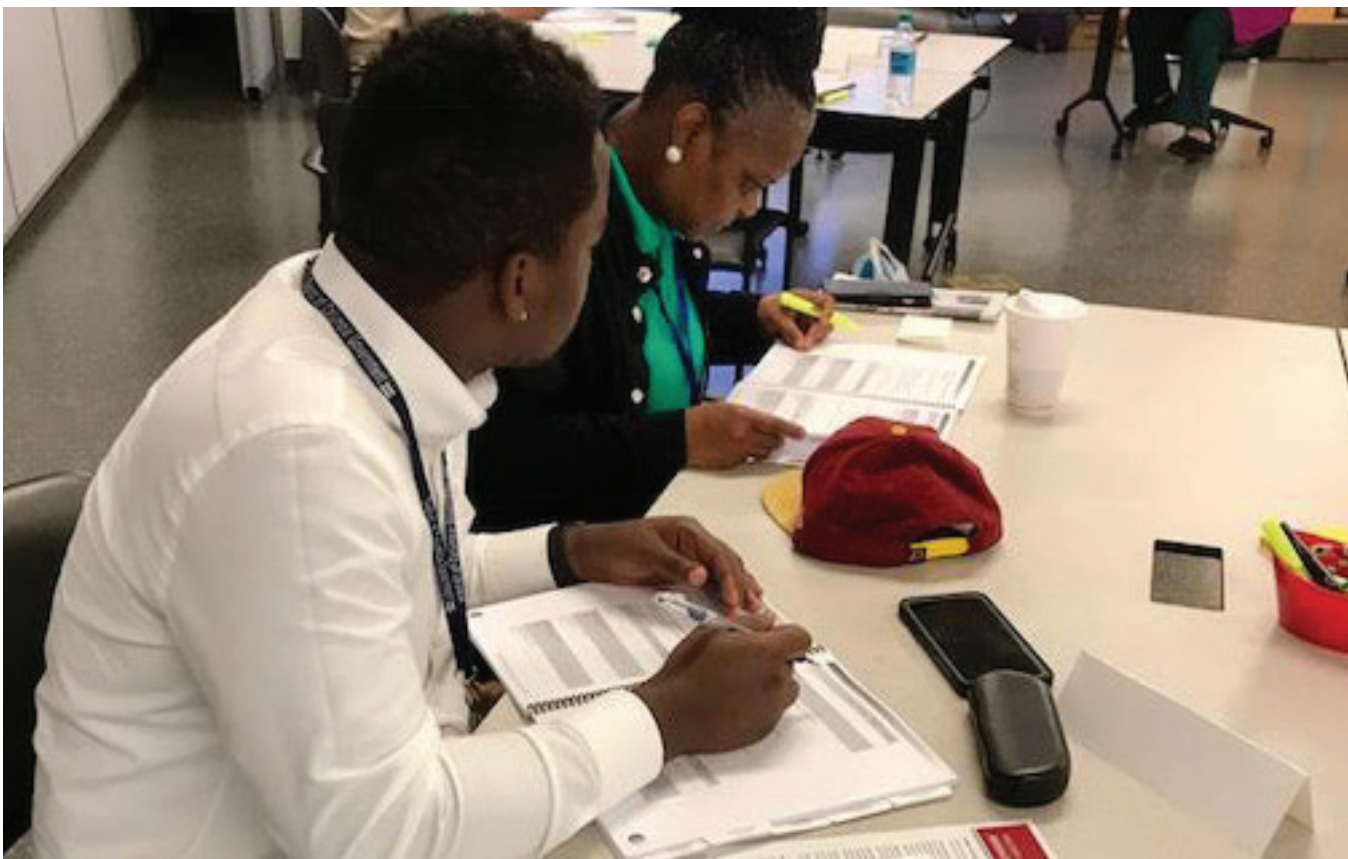
E-MAIL

- We will respond to e-mails within 24 hours during normal business hours.
- We will update our e-mail notification message when we will be out of the office for an extended period of time (full day or more). We will indicate our expected return date and indicate an alternate contact person (if applicable).

All DOES staff shall read and acknowledge the agency's Customer Service Standards. It is the responsibility of each staff member to comply with the standards as their performance appraisal will reflect their compliance.

IMPACT

Ensure DOES have standardized tools to serve and meet the needs of our customers through consistent, courteous, and professional behavior.



DOES World Class Customer Service Training

FULL ACCESSIBILITY

DOES provides quality program and services to all DC residents and business owners. The efforts to improve the internal operation within the agency would be ineffective if everyone could not access the amazing programs and services that DOES has to offer. Through the Full Accessibility Initiative we will ensure all customer contact points and locations are top quality and accessible without any barriers.

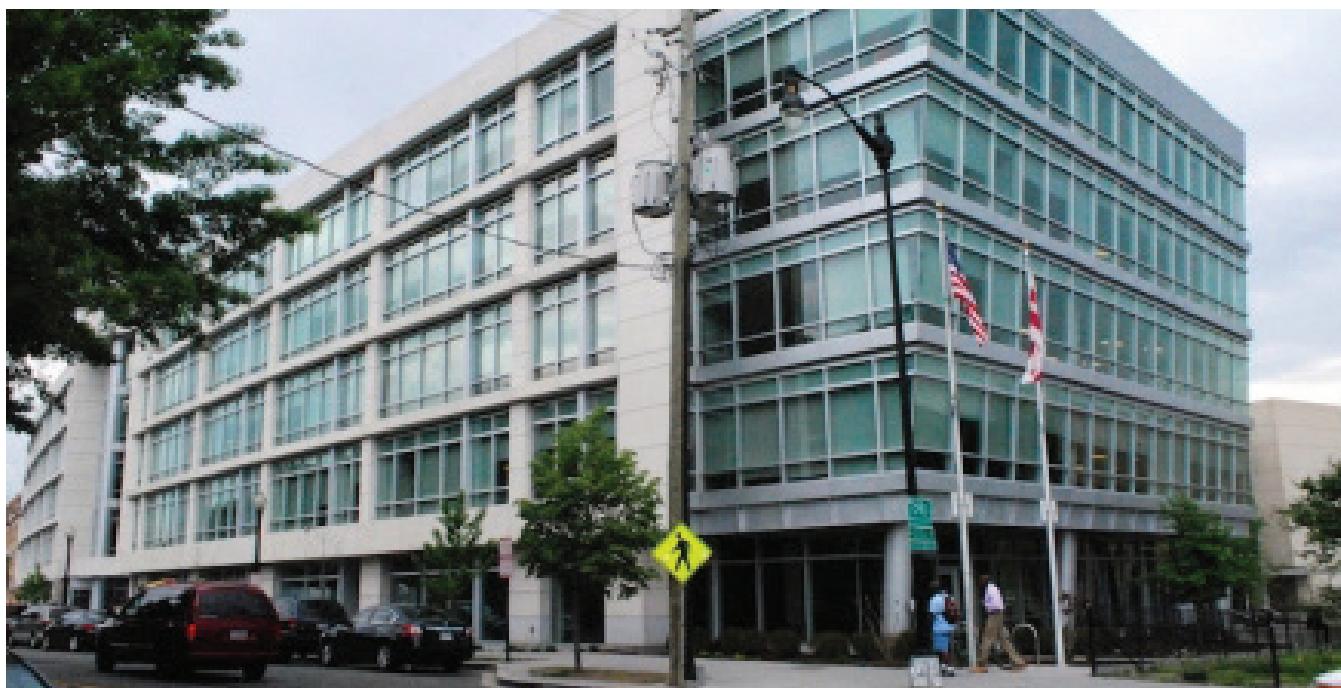
AMERICAN JOB CENTER REDESIGN

The AJC Headquarters remodel project was done to create an innovative dynamic, customer centric experience for our customers. Moving away from the

standard and industrialized design, DOES has enhanced the way we do business by also adding technology to help track and increase staff performance while providing timely service to customers in accordance with the agency service standards.

ONE STOP OPERATOR

In accordance with the Workforce Innovation and Opportunity Act of 2014 (WIOA), the Workforce Investment Council selected Grant Associates as the contractor that will facilitate the integrated delivery services within the One Stop Career Centers (AJCs). The One Stop Operator will serve as coordinator of services provided such as assessing service delivery within the one stop system, streamlining and integrating partner's



DOES Headquarters

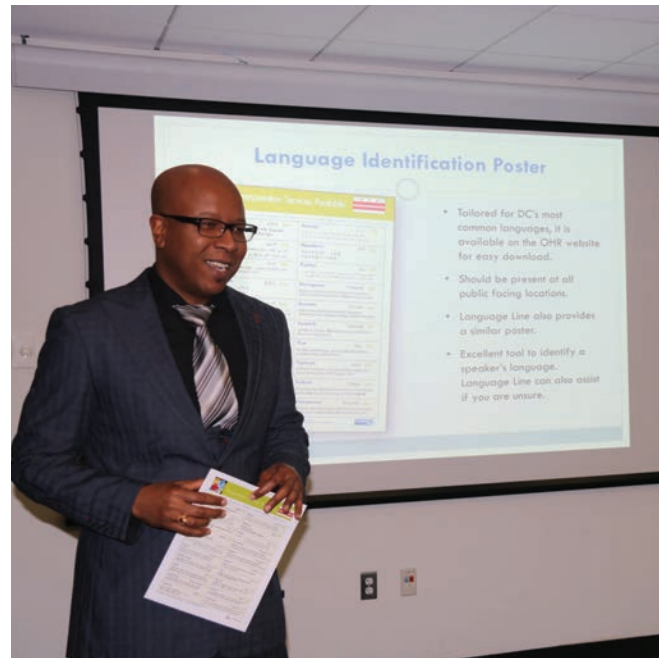
IMPACT

The customer-centric facility redesign of the AJC and added technology bring about a change in how we do business and interact with our customers by focusing on ease of access and timely service.

services, evaluating staff training, tools and equipment needed to carry out job functions, and managing an integrated effort to focus on workforce needs to improve the local economy.

LANGUAGE ACCESS COORDINATOR

The Language Access Coordinator position, filled in August 2017, oversees and provides technical support to all DOES divisions in order to achieve compliance with all local and federal laws' language requirements. The coordinator is responsible for ensuring all District residents have access to all DOES services and programs as well as maintain internal operations related to language access such as data collection & reporting, outreach, and language access training of frontline employees and interpretation.

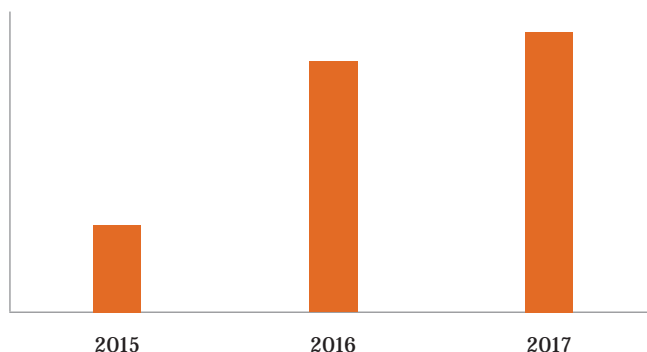


IMPACT

Ensures DOES is compliant with local and federal language laws, ADA compliant, and all District residents have access to services.

DOES and our Language Access Coordinator will be highlighted in the Office of Humans Rights (OHR) FY17 Annual Language Access Compliance report for demonstrating a strong commitment to language access.

LEP/NEP Customer Encounters



During FY17 DOES served 5,394 LEP/NEP customers. This represents an 11% increase or 582 more LEP/NEP customers served in comparison to the number of LEP/NEP customers served during FY16.

73

Vital documents translated into Spanish

2,390

LEP/NEP customers served through Language Line Services

1,608

LEP/NEP customers served via Memorandums of Understanding with MOAPIA and MOLA

301

DOES employees received Language Access training (50%)

IMPROVED OUTREACH

LEADERSHIP ON LOCATION

The *Leadership on Location* Initiative was created to give the executive leadership team an opportunity to gauge the pulse and needs of the community and staff by spending more time at the initial access point of service delivery. DOES staff and executive team engage in mutual sharing of information and assessment of best practices.

Leadership on Location kicked off in June 2017 hosting four events for all AJCs and headquarters and will continue annually. Numerous ideas resulted from these events and are detailed in the **2017 Leadership on Location report**.

IMPACT

DOES executive leadership team able to gauge the pulse and needs of the community.



Community Conversations

COMMUNITY CONVERSATIONS

DOES Community Conversations are town hall meetings geared towards fostering the relationship between DOES and the community with a specific focus on customer service and the ways DOES can better serve its constituents.

On September 5, 2017, *Community Conversations* held its kickoff event at the Town Hall Education Arts Recreation Center (Ward 8) followed by the September 7 event at Columbia Heights (Ward 1). These events opened dialogue between the Director and the community covering four topics: 1) increased access to services; 2) building trust in the community; 3) opportunities for change; and, 4) community engagement.

DOES has scheduled the following *Community Conversations* topics for FY18:

*dates are subject to change

- January 20 | DC Infrastructure Academy
- March 13 | Seniors
- June 12 | Race & Ethnicity
- September 25 | People with Disabilities

IMPACT

More outreach opportunities to targeted populations for customer feedback. Community Conversations will be held quarterly.

“ Thankful DOES inquired about the community. The agency is very helpful and honestly listens with a willingness to resolve.

Guest at DOES Community Conversations Serving the Community Better, 9/5/2017

“ Great outreach!

Guest at DOES Community Conversations Serving the Community Better, 9/7/2017

WORKFORCE ON WHEELS (WOW) TASKFORCE

The WOW Team's presence is expanding through collaboration with local government, community based organizations and businesses to advance the agency's outreach mission. In 2017, the WOW increased activity in the District by 314%. Online requests forms the WOW bus were also made available to the public.

Customers Served via WOW Unit



The WOW Team served 4,025 customers in FY17. A significant increase from FY16 where they served 973.

IMPACT

More access to services for District residents.

SNAPSHOT OF FY18 WOW EVENTS

- January 16, 2018 | Gallaudet University
- January 25, 2018 | Local Construction Job Fair-Employment Opportunities
- March 27, 2018 | DC3C Spring Break Events
- April 4, 2018 | DC Hires Vet Event



WOW Bus

“ Seeing the WOW bus in my neighborhood makes it easy for a lot of us who don’t always have a method of transportation or access to computers to sign up for programs and other services.

Guest at DOES Community Conversations Serving the Community Better, 9/5/2017

TECHNOLOGY ENHANCEMENTS

DOES and the Office of Unified Communication (OUC) have established a partnership for the OUC to help enhance customer service delivery in the Customer Navigation Center (CNC). OUC will assist in developing standard operating procedures, service level agreements, key performance indicators for measureable goals, and create structure to the existing business operations.

NAVIGATION CENTER

A “paperless” environment designed to leverage new and existing contact center technologies to minimizing overhead costs, providing fast and efficient service to customers.



- Handles over 115,000 individual calls from customers (an average of 11,500 calls per month)
- Since February 2017, CNC has reduced the abandoned calls from 44% of total call volume to just over 9%, with an ultimate goal of 5% or under.

IMPACT

Enhance customer experience via telephone.

QMATIC KIOSK AT AMERICAN JOB CENTER

Qmatic self-service kiosks were deployed as an enhancement for the newly designed AJC. Qmatic allows customers to quickly check in for appointments, and keeps them informed about where to go or how long to wait. This is a process improvement that will make intake in the AJCs smoother. Qmatic replaces the need for sign-in sheets by recording customer activity, including basic customer demographic information and service delivery time.



IMPACT

Provides speed of service and enhanced customer flow throughout the AJC for efficiency.

ASSISTIVE TECHNOLOGY

DOES procured assistive technology software and equipment to assure services are accessible to individuals with disabilities. All four of the District American Job Centers have received the new equipment and staff has been trained on how to operate the new equipment. The goal is for individuals to visit the American Job Centers that have innovative assistive technology solutions to assist them while they are seeking employment.

LOOKING AHEAD

The Department of Employment Services is committed to making a difference in the lives of District residents. In FY17, we served over 32,000 District residents and 204 businesses. In FY18, we plan to serve more, continue to enhance our programs and services, and implement new initiatives that resolve the needs of our constituents. With many improvements made during FY17, we are looking forward to the coming year and we remain excited about the opportunity to provide residents with the world-class customer service they all deserve.







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