

CITY OF MADISON

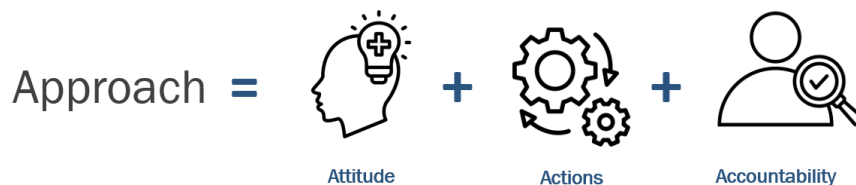
Human Resources Customer Service Framework

Approach

The City of Madison Human Resources approach to customer service is based on the vision and values of the City of Madison. To embody the vision that Our Madison is Inclusive, Innovative, and Thriving, we commit ourselves to embodiment of values of:

- Equity: We are committed to fairness, justice, and equitable outcomes;
- Civic Engagement: We believe in transparency, openness, and inclusivity. We will protect freedom of expression and engagement;
- Well-being: We are committed to creating a community where all can thrive and feel safe;
- Shared Prosperity: We are dedicated to creating a community where all are able to achieve economic success and social mobility;
- Stewardship: We will care for our natural, economic, fiscal, and social resources.

We operate in a way that is evidence informed, human-centered, and sustainable. We ensure our actions are aligned with our values and attitude, and we hold ourselves accountable through the information we receive from our customers.



Attitude

Our attitude is a settled way of thinking about our customers and our services. How we show up in the workplace demonstrates a belief that:

- We lead with curiosity of every individual's experience and understand the importance of human relationships.
- We meet customers where they are and understand everyone may have different views on the same situation.
- We are open to change and the culture of continuous improvement informed by the use of data.
- We are reasonable with expectations of ourselves and others. We don't over promise or under deliver.
- We take responsibility for our mistakes.

- We work as a team to solve problems. We are mindful of other colleagues in our work areas who may need collaborative and/or professional atmosphere.
- We commit to actively listening to our customers.
- We balance between reflective and responsive.
- We take a step back and get more information before immediately responding.
- We model empathy and kindness for all.

Actions

Our actions are how we behave, and are intended to align with our attitudes. Actions and behaviors that are critical to our success include:

- We are Lifelong Learners:
 - We learn the operations of the agencies we serve.
 - We proactively reach out to agencies we serve to learn names, faces, and motivations.
 - We listen to understand, rather than to respond.
- We are Change Agents:
 - We commit to collaborative, proactive and transparent actions.
 - We take new information and use that to inform our practices.
 - We highlight what is not working in order to collaborate on a vision for the future state.
 - We identify needs for data, follow up to gather that information, and proactively use it to improve processes.
 - We create a culture where it is safe to try, succeed, and even fail.
- We are Strong Communicators
 - We respond in a timely manner. Phone calls and emails receive acknowledgement within 2 business days, with a timeline for further follow up as needed when possible.
 - We share knowledge and best practices; leveraging technology for efficiency
 - We strive for accuracy by ensuring the correct response gets back to the customer.
 - Any errors are used as a learning experience, and we attempt to mitigate any unintended impact on customers.
 - We check for plain and gender neutral language in communications.
 - We practice the following standards:
 - We respond to email inquiries:
 - Unless an out of office message is turned on, we standardly respond to emails within 1-2 days. If more time is needed for response, an initial response will at least provide acknowledgement of receipt of the correspondence with an anticipated timeline of follow-up.
 - We incorporate our customer services survey in communications
 - We answer phones:
 - City of Madison Human Resources, this is (NAME). How can I help you?
 - We return business calls to our main line within 24-48 hours of receipt.
 - We set out of office messages:

- Staff proactively set an out of office Outlook message on vacation or when they are not able to be reached. This includes an alternate contact when possible. Employee's supervisor is first line alternate.
 - We keep calendars up to date and accessible to members of our team.
- We adopt a Human Centered Orientation
 - We consider the end of our customer service experience from the beginning and follow up with evaluation of our services.
 - We are kind, patient, and empathetic in our responses.
 - We consider diverse needs and learning styles in our responses.

Accountability

Our accountability tools help us ensure alignment between our attitudes, actions, and our organizational values and goals:

- We measure the impact of our services through key feedback mechanisms including:
 - Neogov data
 - Pulse surveys
 - Exit surveys
 - Customer Service surveys
 - OD consult and training evaluations
- Data for our top-line measures for all agency services is be collected through a customer service survey which is attached to our email signatures, is available by QR code at the front desk, and is sent out with each recruitment we complete. The survey asks the following questions:
 - Your Department (Optional)
 - What are the nature of the services you received?
 - Who was your primary HR Contact?
 - How satisfied were you with the services received from Human Resources?
 - Did the Human Resources Team treat you in a kind and empathetic manner?
 - *We standardly respond to phone calls and emails within 1-2 days. If more time is needed for response, an initial response will at least provide acknowledgement of receipt of the correspondence with an anticipated timeline of follow-up.* How well did the Human Resources team member you worked with meet our expectations of timely response?
 - Did the Human Resources Team member you worked with have the relevant knowledge of what you needed, or did they ensure you were connected to someone who did?
 - Is there anything else you would be willing to share related to the service you received?
- Our Organizational Development Team uses an HR OD Consultation Evaluation survey to ensure continuous improvement of our services.
- We use our Strategic Plan to guide our priorities on an annual basis, and as an accountability tool at the end of each year.
- We create a report at the beginning of each year that shares important measures, goal accomplishments from the previous year, and forecasts the coming year.
- We hold ourselves accountable to use the input we receive in service and process improvements.