

OFFICE OF OPERATIONS

ORDER NO. 10

December 13, 1991

TO: All Area Commanding Officers, Office of Operations

FROM: Director, Office of Operations

SUBJECT: AREA DESK SERVICE EXCELLENCE SURVEY

This Order establishes the Area Desk Service Excellence Survey as part of the Department's overall service excellence program and assigns the responsibility for implementing the program to the Area commanding officer (C/O).

This survey evaluates the public's perception of the quality of service provided by Area desk personnel. It is designed to provide insight into customer needs and expectations, information about the types of service desired and a month-by-month evaluation of the level of customer satisfaction. In addition, supportive data will be provided for the Area's annual budget requests for personnel, equipment and alterations and improvements to Area facilities.

To ensure easy access and encourage citizen participation, the Area C/O shall ensure that the program's display board is prominently positioned in the station's lobby and that Area personnel understand the importance of the program and actively encourage public participation. It is anticipated that full public participation will engender a cooperative spirit between the public and the desk personnel and provide information which will enable the Department to provide better service to the community.

The Area C/O shall ensure that each completed form is reviewed and that the appropriate personal contact and response to the citizen is completed. Area C/O's may, at their discretion, implement survey suggestions that fall within their purview. If the suggestion involves organizational adjustments that exceed the Area C/O's authority, the Area C/O may, at his/her discretion, forward the survey form along with an Intradepartmental Correspondence, Form 15.2, containing the Area C/O's recommendation to the concerned bureau C/O.

Service Excellence Survey Program

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1.2.2

Currently, these survey forms are printed in English and Spanish. However, forms in a variety of languages will be available for distribution in the near future. Requests for additional survey forms and displays should be directed to Supply Division on a Form GS70.



ROBERT L. VERNON, Assistant Chief
Director
Office of Operations

Attachment

DISTRIBUTION "0-1"

FACT SHEET

This fact sheet will aid Department personnel in interpreting the Service Excellence Survey form.

QUESTION NO. 1

The answers to this question will aid in the staffing at the Area desk. It will help determine if a triage system or other queue management model may help when dealing with the walk-in public, telephone calls or supervisor requests.

QUESTION NO. 2

The answers to this question will help Area commanding officers (C/O's) determine the frustration factor of the service community. Again, staffing, equipment and facilities at the Area desk should be of prime concern.

QUESTION NO. 3

The answers to this question will help determine the quality of service provided by desk personnel. The public dislikes the bureaucratic runaround, and the quality of service provided should reduce this.

QUESTION NO. 4

The answers to this question will help determine if Area desk personnel are providing the expected service to the community without the bureaucratic runaround.

QUESTION NO. 5

The answers to this question will help determine staffing for the janitorial staff, lobby furniture and public access to rest rooms and telephones.

QUESTION NO. 6

The answers to this question will determine staffing for each watch.

QUESTION NO. 7

The answers to this question will confirm that the quality of service is maintained.

ANONYMOUS RESPONSES

Any survey completed anonymously should be treated with the same respect as one that was completed by an identified person.

PERSONS WISHING A RESPONSE

It is of the utmost importance that persons wishing a response be contacted by Department personnel in a timely manner.

RATIONALE

I. The Form

The form is very simple and can be completed in one to two minutes. The questions are designed to avoid ambiguity. The check boxes allow most of the data to be collected by monolingual personnel. (Minimum follow up on negative comments.)

The form is 8-1/2" high and 7" wide. It is designed for mailing and folds in the middle for inserting into the box. Folding the form establishes a perception of confidentiality, which encourages participation and increases the validity of the answers.

The form facilitates feedback and comments in the areas of service timeliness and service quality. Feedback in these areas should be used to identify problems as well as to establish a set of normative values for desk staffing (delays at peak times, delays because of certain reports or activities, etc.).

Question #4 ("Were you able to complete your intended business?") is designed to gather feedback on the "one-stop shopping" concept and to minimize referral inconvenience. Comments solicited here are intended to identify procedural problems (e.g., going to a station to get a card, then taking the card to Parker Center for victim photos).

The option of a response is provided for several reasons. Some people genuinely want feedback and are less willing to be honest if they feel excluded by forced anonymity. The option provides another avenue for contact with Department management from whom many people feel completely removed. People who are willing to give their names are prime candidates for follow-up service audits in the future. They can also provide us with a base of people for perceptual surveys.

The forms have the station's name preprinted on them. This makes for a more professional appearance which encourages valid answers. A numbering scheme which includes the Area/division number and the initial letter of the concerned language has been provided to expedite ordering forms.

The forms will eventually be supplied to each station in the languages used by 5% or more of the service population. (Note: Service population may not be the same as the resident population. For example, Central Area has many Tagalog-speaking Filipinos in its service population because they are employed there. The resident Filipino community, however, is quite small.)

A place for comments is provided on the reverse side of the form.

Forms may be mailed to the preprinted Post Office Box. It is important to establish a perception of impartiality. The use of the Post Office Box establishes that perception and increases the validity of the responses.

The forms are preposted using bar-coded postage. The Department will only be billed for the cards actually posted and postal rates are substantially discounted. Use of the bar code requires printing, rather than xerographic reproduction.

II. The Display

Each lobby will be equipped with a display advertising the Area Desk Service Excellence Survey. The display provides directions and containers for the blank forms. The displays can be wall mounted or set up on an easel.

To convey a personal concern for service, the display includes a photograph of the Area C/O. This personalizing of the display diminishes the threat stigma normally attached to the Department and increases the willingness on the part of the public to complete the form.

III. The "Service Excellence Survey" Box

The box should be secured in a prominent place in each Area lobby. It should be visible from the desk for safety reasons.

The box will be visibly padlocked. The perception of confidentiality, thereby gained, will encourage participation and increase validity of the answers. For safety purposes, the watch commander should have a key available. The key is a standard City issue.

When a box is to be emptied in a lobby that is open for business, uniformed supervisors should do it rather than desk officers. All handling of survey forms that is done in view of the public should be done with obvious concern for the value and confidentiality of the forms.

IV. Data Gathering and Collation

Each Area should collect the forms daily. Area C/O's will ensure that survey forms are reviewed as they are received and direct an appropriate person to make any requested contacts with customers. Such contacts should be completed as soon as possible.

Each Area will tabulate the survey data, preferably on a DP basis. The method for tabulating the data is left to the discretion of each Area. The following paragraphs describe the data that the surveys will generate.

Question 1. What percentage of your customers came to your station for the following purpose:

- Make a crime report
- Make a traffic accident report
- Visit/release a prisoner
- See a detective
- Pick up property
- Other (listed)

This data can be used to plan service changes, staffing, desk officer training, etc.

Question 2. What percentage of the customers felt they waited "a long time" for service. Those who so felt were asked to tell how long they waited, thus identifying a threshold value for the previously undefined variable "a long time." Staffing, queuing, training and other desk operations functions can be modified based on this variable.

Additionally, the forms will generate a list of suggestions for service improvement. This data will establish a database of customers' expectations for use in budget requests, staffing, training, etc.

Question 3. What percentage of customers felt they received courteous and helpful service (separate data). Courtesy is an individual assessment, while helpfulness may include systemic issues. ("The officer was very nice, but procedurally her hands were tied.")

This data will provide a DP-by-DP assessment of satisfaction. Each Area should chart the numbers each DP to provide a strategic overview of change.

Narrative comments should be used to help identify systemic problems and successes, training needs, etc.

Question 4. What percentage of customers were able to complete their intended business during the visit? This data is a direct measure of customer satisfaction. In addition, the data can be used to diagnose systemic failures and to provide data to support training programs, budget requests, staffing decisions, service delivery mechanism revisions, public communication decisions, etc.

Question 5. Concerns about appearance of the station are obvious, but there is a tendency to overlook them as they impact customers.

- Question 6. Identification of the actual service provided will facilitate positive and negative feedback and will assist in identifying systemic problems that impact customers (e.g., understaffing of a jail, cumbersome property procedure, queuing problem at the detective desk, unavailability of accident investigation personnel, etc.).
- Question 7. This will provide a comparison of the level of service satisfaction over time. As increasing attention is focused on the quality of service we provide to the public, it is essential to note the increased satisfaction and to provide desk officers and supervisors with positive feedback.