

# Implementing ICARE Melbourne through Customer Focus

## A Culture Change Strategy

# Key Challenges

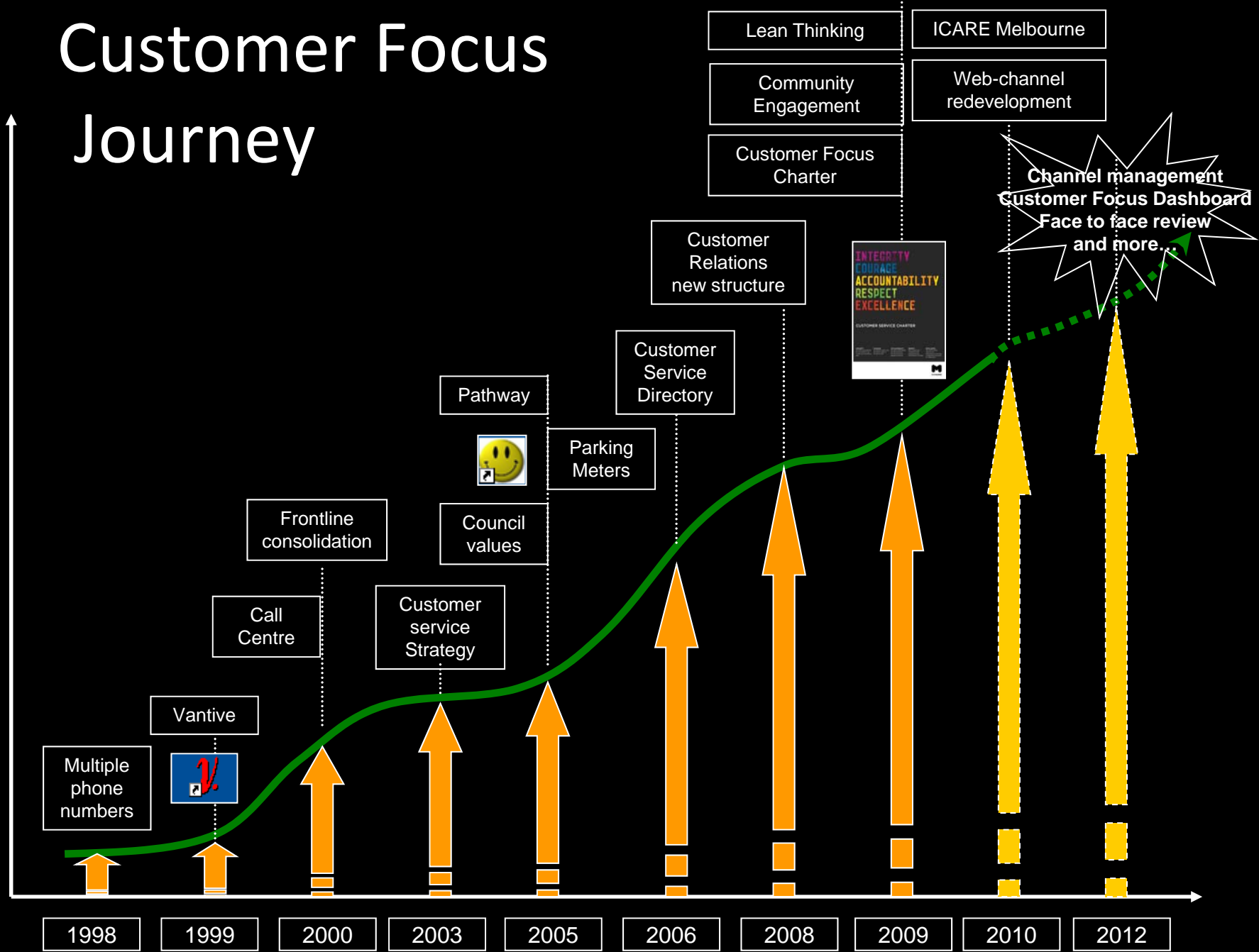
- Expectation of responsiveness from local government
- Rising customer expectations
- Processes and language not in plain English
- End to end service delivery, particularly around follow through, is lacking
- Executive Management buy – in
- Not a culture to own a problem and fix it

# Aim: change the culture drawing upon ICARE Melbourne

- The customer may not always be right but does have a right to ask – their issue is important
- Say “Yes, I can help you” – even if it is help to find an alternative
- Solution focus – the customer’s problem is my problem
- Keep the customer informed – no news is not good news
- Put yourself in the customers shoes – how would I feel?
- Value customer feedback – it improves our service

# Customer Focus Journey

Customer Experience



# Where do we need to shift?

- Top line managers must demonstrate customer focused behaviour
- Customer service principles need to be reinforced at every opportunity
- Customer service is not a branch it is a “behaviour”
- Recruit customer focused people
- Customer focused induction for every new employee
- Top line managers must interact with customers
- Employees empowered to solve the customer’s problem
- Employees need the tools to serve

# What are the key initiatives?

## Proposed

- Customer focus in all role statements
- Customer focused writing skills for all level 6 staff and above
- Customer focus champions throughout the organisation
- Lead customer focus with a change agent implementing the culture change management program
- Implement phone call first initiative – return calls

## Underway

- Customer focus in all performance plans
- Tailored customer focus training for all staff across the organisation, including contractors
- Dedicated customer focus session at corporate induction for all new employees
- Dedicated customer focus portal serving as a one stop shop for everything about “ICARE Melbourne and Customer Service”

# INTEGRITY COURAGE ACCOUNTABILITY RESPECT EXCELLENCE

## CUSTOMER SERVICE CHARTER

### INTEGRITY

We take responsibility for our actions in an honest and transparent way

### COURAGE

We dare to create new and better ways of doing business

### ACCOUNTABILITY

We take responsibility for decisions and actions to achieve agreed outcomes

### RESPECT

We consider and understand the perspective and contribution of others

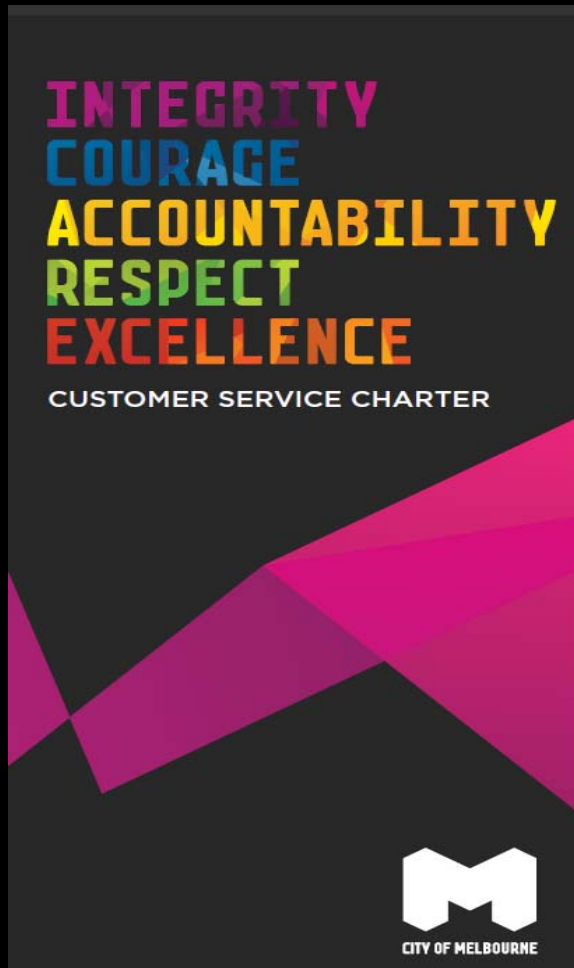
### EXCELLENCE

We continuously improve our performance to achieve outstanding outcomes for Melbourne

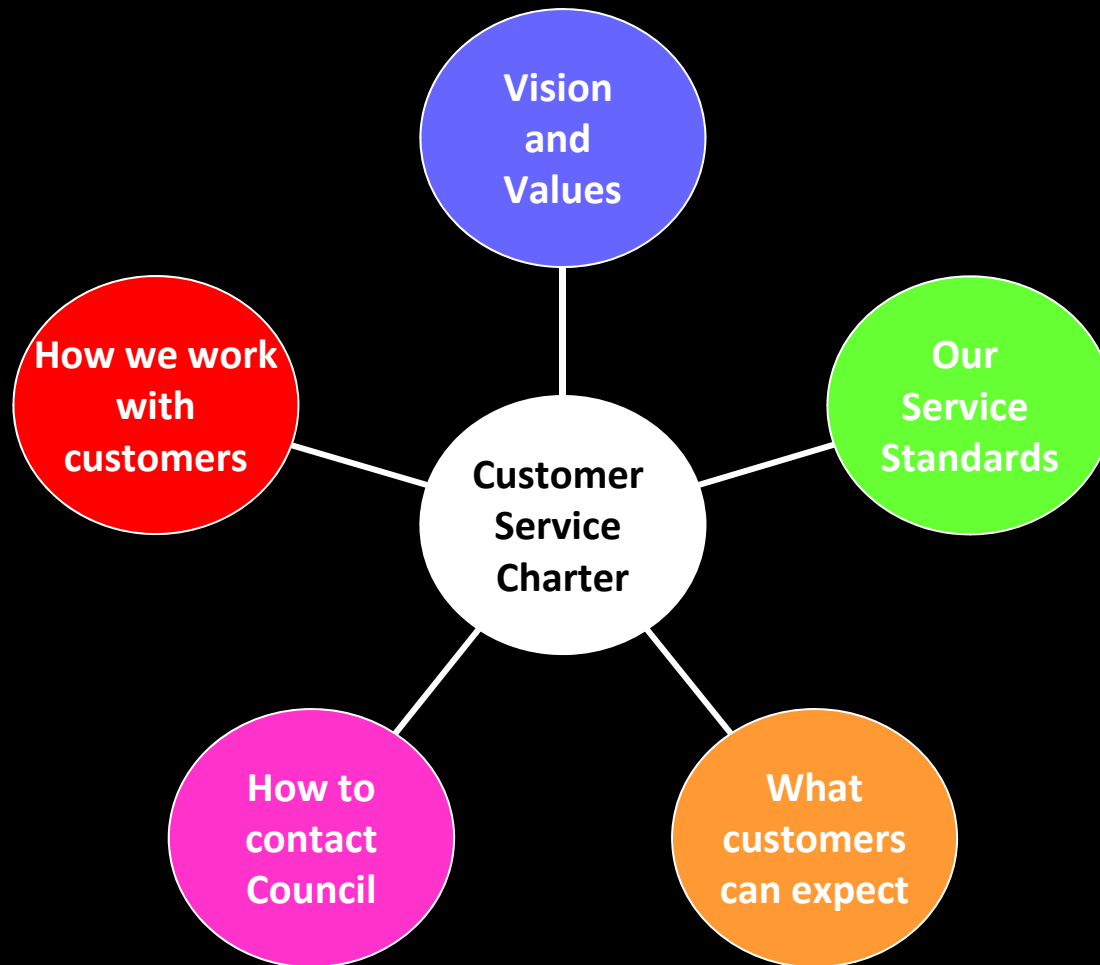
# City of Melbourne's Customer Service Charter

Council Plan Deliverable

[A&I] Implement a Customer Focus Strategy including the launch of an external Customer Service Charter and Customer Service Standards for the City of Melbourne



# What's in our Charter?



# What's in it for me?

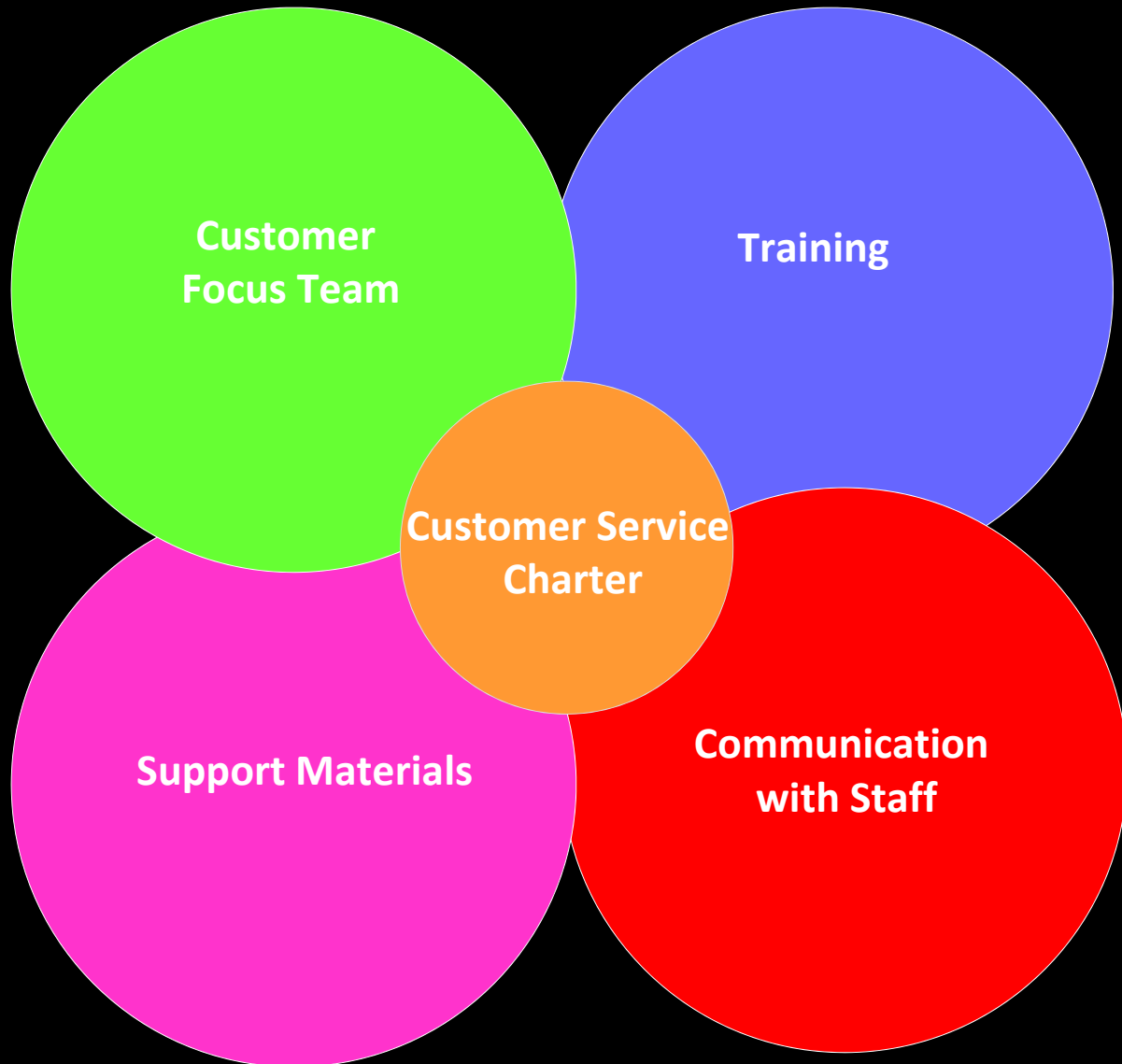
- Listen to customers
  - Less complaints
- Keep it simple
  - Less confusion
- Do what you say you will
  - Credibility = integrity



= Happy  
Customers

= Happy  
Staff

# We're here to assist



**Customer  
Focus Team**

**Training**

**Customer Service  
Charter**

**Support Materials**

**Communication  
with Staff**