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## SAMPLE CUSTOMER SERVICE STANDARDS

### ***Program Effectiveness***

#### **DESCRIPTION**

*Customers' perceptions of the value received from the service provider.*

#### **STANDARDS**

- Standards of quality vary by program.

#### **ASSESSMENT ITEMS**

- Assessing program effectiveness is particular to each individual program. Each agency should develop specific questions at the program level. To assess program effectiveness, agencies should identify existing services and then ask the appropriate customer group(s) these questions about them:

How important is the service to you?

How well is the service meeting your needs?

### ***Serving Well***

#### **DESCRIPTION**

*This dimension focuses on the execution of the service, whereas the other dimensions focus more on the interface between the customer and the agency. Put simply, providing accurate, dependable, and timely service. Delivering the service as promised is a precursor to customer satisfaction. If agencies don't execute well, no amount of courtesy and empathy will satisfy the customer's basic need for the service or product.*

#### **STANDARDS**

- We perform the service on time, on budget, and as promised.
- We return all phone calls and email within 24 hours of receipt. If more time is needed, we let the customer know how long it will take to resolve an issue.
- We respond to mail correspondence within two weeks of receipt.
- We listen actively, acknowledge the problem, and ask questions before providing an answer.
- If we cannot provide what is asked, we offer suggestions and options.
- Problems and complaints are resolved quickly with minimal effort on the customer's part. We investigate the source of problems, so they do not recur.

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**ASSESSMENT ITEMS**

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- **Timeliness – providing services in a timely manner**
- **Accuracy – providing services correctly the first time**
- Records – maintaining error free records
- Flexible – helping customers find a solution
- Expectations – providing service which meets customers’ expectations

NOTE: Bold items represent the required customer service questions. See Instrument 5 for the actual questions.

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***Conveying Courtesy & Respect***

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DESCRIPTION	STANDARDS
<i>This dimension stresses the interaction between the agency and the customer. Agencies convey courtesy and respect through their ability to portray a genuine concern for their customers’ well being. For example, listening to customers, working with them to find a solution, maintaining a friendly and polite manner, and keeping customers informed.</i>	<ul style="list-style-type: none"><li>▪ We will introduce ourselves and remain courteous and positive in all our interactions. We will be empathetic and helpful, even if we have to say “no”.</li><li>▪ We maintain eye contact and demonstrate active listening through our expressions and body language.</li><li>▪ On the phone, we wait until an individual has finished speaking, and then paraphrase what was said to ensure that we understand the request.</li><li>▪ When resolving problems, we follow up with customers to ensure their issues are resolved, and we provide periodic updates if a resolution takes longer than anticipated.</li><li>▪ We clearly explain to our customers what we do, how our programs work, and who to contact for further assistance. Our communications are clear, concise, and jargon-free. If a statute or rule is cited, it is explained clearly.</li></ul>

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**ASSESSMENT ITEMS**

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- **Helpfulness – demonstrating a willingness to help customers**
- Individualized – giving customers personal attention
- Courtesy – exhibiting courtesy and professionalism
- Informed – keeping customers informed throughout the service interaction
- Communication – using clear, concise, and jargon free language

NOTE: Bold items represent the required customer service questions. See Instrument 5 for the actual questions.

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## Earning Trust

### DESCRIPTION

*This dimension emphasizes inspiring trust and confidence among stakeholders and the general public. Trust begins by demonstrating an ability to apply the knowledge, skills, and organizational capacity to provide effective service. Furthermore, agencies must assure citizens that any personal and financial information they share is secure. Finally, agencies must develop a system to prevent problems from occurring and to handle them effectively when they do. At a fundamental level, earning trust is a matter of communicating that agencies have the customer's best interest at heart.*

### STANDARDS

- We provide employees with information and training, so they are familiar with the range of products and services we offer. We see each customer contact as an opportunity to educate.
- We ensure legislative and organizational guidelines are applied and adhered to when handling sensitive information.
- A customer feedback form is available in every office, so customers can tell us how we are doing and what improvements we can make to our service.
- We take responsibility – if things go wrong, at the very least you are entitled to a good explanation and an apology.
- We keep the customer the focal point of all activity. We consult customers regularly to understand their needs and to assess our services. We report our findings and take action based upon them.

### ASSESSMENT ITEMS

- **Competence – demonstrating knowledge and expertise**
- Confidentiality – safeguarding sensitive information
- Consistency – handling customers' concerns in an efficient, reliable, and fair manner
- Customer-Centric – placing a high value on customer service

NOTE: Bold items represent the required customer service questions. See Instrument 5 for the actual questions.

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## ***Inviting In***

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### **DESCRIPTION**

*This dimension considers the availability of a service and the ease with which it can be obtained. Convenience may include location, hours of operation, mode of access, and the ease of finding someone to answer a question. This dimension also highlights the tangible aspects of our service – the appearance of physical facilities, equipment, personnel, and communications materials.*

### **STANDARDS**

- We maintain convenient hours of operation and location of service facilities. Waiting time to receive service is not extensive, and key areas are staffed during lunches and breaks.
- We provide options for access to information and services by phone, fax, email, website and in-person.
- All telephone numbers give the option of accessing a live person at any time. A "live" person is preferred to answer main lines directed at the general public.
- Employees update their voice mail, email, and electronic calendars to reflect availability. They advise reception personnel when they will be out of the office.
- We strive to simplify all forms and correspondence, so that they are easy to use and understand. We will maintain our web site so it is easy to navigate, accurate, and up-to-date.

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### **ASSESSMENT ITEMS**

- **Accessibility – making it easy to access information**
- Convenience – providing convenient business hours
- Attractive – providing visually appealing facilities
- Appearance – ensuring employees have a neat, professional appearance
- Materials – producing clear and visually appealing brochures, pamphlets, etc.

NOTE: Bold items represent the required customer service questions. See Instrument 5 for the actual questions.

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## SURVEY DESIGN CHECKLIST

The information provided below is a primer on survey techniques. This brief overview addresses some of the most pressing issues in survey research design as they relate to gauging customer service performance. State agencies vary greatly in size, scope, and statistical expertise. Accordingly, this piece may serve as a useful resource for some agencies, while being too simplistic for other agencies.

In general surveys are used to find out about a large group of people (population) by selecting a portion of the group (sample) and using the sample to characterize the population. A minimum level of statistical “science” must be applied to the design, collection, and analysis of the results to know if the sample validly represents the population of interest. Survey results that are not based on proper sampling, data collection processes, and analytical interpretations are almost certain to be invalid and may potentially produce misleading results.

### **I. Early Design Stage**

- A. Determine what information is needed.
- B. Identify which staff will work on the survey, and their responsibilities.
- C. Determine a schedule for completing all major steps of the survey process.
- D. Determine a budget for the survey (staff time, supplies, printing costs, postage).
- E. Determine logistics of conducting the survey (e.g. How to contact customers, how to create and print a paper version of the cover letter and survey form, steps for mailing the cover letter/survey form or for email notification of customers, steps for doing a phone survey and/or phone follow-up).
- F. Decide how the survey results will be reported and used.

### **II. Draw the Sample**

- A. Clearly define the population of customers including the unit of analysis (e.g. people, businesses, etc.).
- B. Determine the need for sampling and the appropriate sample design (e.g. entire population, random sample, convenience sample, etc.).
- C. Determine the number of customers needed for a statistically valid sample that will represent the target audience on the topic(s) surveyed.
- D. Draw a statistically valid sample of customers to survey.

### **III. Design Survey Form, Instructions, and Questions**

- A. Explain how to complete the survey, how much time it will take to complete the survey, and when and how to return the survey if responding by mail.
- B. Design a survey form that includes the required customer service questions and any optional questions from the list that are relevant for your agency.
- C. Develop additional questions that relate to the overall objective of evaluating customer service or other key program goals.
- D. Hold focus groups, interviews, and/or pre-tests with customers if needed, to help refine wording of non-required questions and/or define possible responses to questions.
- E. Follow standard principles for wording and structuring questions (e.g. limit each question to one idea or concept, be precise and succinct, use conventional language, use complete sentences, do not ask leading questions, allow for all possible answers, avoid ambiguity).
- F. Questions requesting demographic or other categorical information should be included toward the end of the survey to allow time to build rapport with the respondent. Furthermore, respondents should be asked to identify a particular age or income range they fall within as opposed to a specific number.
- G. Choose the appropriate question format (e.g. Intensity Scale, Ranking, Yes/No, Open-ended) for the type of information desired.

### **IV. Design and Create Cover Letter**

- A. Explain why the survey is being done, why the survey is important to the customer being surveyed, and how the customer was chosen to participate.
- B. Describe how the survey results will be used, and about confidentiality of responses if appropriate.
- C. Provide a contact name and phone number for the customer to call with questions.

### **V. Pilot Testing**

**(optional, but strongly encouraged)**

- A. Have small groups of customers from the target audience take the survey (at the very least have several staff members take the survey to complete 'b' and 'd' below).
- B. Ask the test group to provide feedback about the clarity of the cover letter, instructions, survey questions, and layout of the survey.
- C. Determine if initial response rate assumptions were valid.



- D. Make changes based on feedback, and re-test if necessary.

## **VI. Collection and Data Entry**

- A. Notify customers by telephone, mail, or email of the survey (provide a link to the web page for any web-based surveys).
- B. Provide a paper copy of the survey form and a postage-paid return envelope if sending surveys by mail. A Word template may be needed for merging customer information (e.g. name, address) into the cover letter for the survey.
- C. For sample surveys, conduct follow-up mailings and/or phone calls to obtain the number of surveys needed for a representative sample, and to help control for response bias.
- D. Enter responses into a survey database or spreadsheet. Online responses using web-based survey applications may automatically store this information.
- E. Data editing/clean-up: review responses received to look for problems – make sure the data makes sense. Look for errors in the entry of responses from paper forms. Correct errors, or delete an entire set of responses if completely unusable.

## **VII. Analysis and Reporting**

- A. Tabulate responses to survey questions. Compare results of customer subgroups, where appropriate.
- B. Create reports showing survey results; include details about the population, sampling frame, sampling procedure, and completion rate.
- C. Review reports internally for sensitive information and possible implications.
- D. Distribute results to interested parties. Publish survey results on the web, if appropriate.

## **VIII. Available Resources**

- A. The American Statistical Association published an excellent brochure series titled, “What is a Survey”. It is available at:  
<http://www.amstat.org/sections/srms/whatsurvey.html>.
- B. The Council of American Survey Research Organizations’ “Surveys And You” answers many basic questions about survey research. This document can be reviewed on the web at: <http://www.casro.org/survandyou.cfm>.
- C. Survey Monkey (<http://www.surveymonkey.com/>) is one of several innovative tools that are garnering attention as organizations are conducting more surveys on the Internet. Subscription rates are quite reasonable considering the number of features.

- D. The Survey Research Center at Oregon State University has helped with a number of projects for the State of Oregon. More information is available at: <http://oregonstate.edu/dept/statistics/src/index.htm>.
- E. A similar resource is available out of the University of Oregon. The Oregon Survey Research Laboratory is available at: <http://osrl.uoregon.edu/>. This site includes a sample size calculator at: <http://osrl.uoregon.edu/papers/sampler/>. Numerous additional sample size calculators are available on the net.
- F. Staff at the Oregon State Library can track down additional information for state employees at no charge. Visit [www.smartorgov.org](http://www.smartorgov.org) for more details.

**SAMPLE CORRESPONDENCE****PRE NOTICE LETTER**

Salant and Dillman (1994) note that survey sponsors can significantly boost response rates if their correspondence includes a Pre-Notice Letter and they follow-up with non-respondents.



# Oregon

Theodore R. Kulongoski, Governor

**Department of Consumer and Business Services**

350 Winter St. NE, Room 2

PO Box 14480

Salem, OR 97309-0405

<http://www.cbs.state.or.us>

October 15, 2004

John Q. Public  
Risk Manager  
ACME Insurance  
123 Main Street  
Salem, OR 97301

Dear John Public,

A few days from now you will receive a request to fill out a brief questionnaire for an important customer service initiative being implemented at the Department of Consumer and Business Services. It concerns the experience of people who interact with the Workers' Compensation Assessments section, and what their customer service expectations are regarding these service interactions.


I am writing in advance because we have found many people like to know ahead of time that they will be contacted. The study is part of a wider effort initiated by Governor Kulongoski to enhance the customer service of Oregon government agencies. The Department of Consumer and Business Services is committed to providing excellent customer service, and we continually strive to exceed our customers' expectations.

Thank you for your time and consideration. It's only with the generous help of people like you that we can better serve the citizens of Oregon.

Sincerely,

Scott L. Harra, Administrator  
Business Administration Division

**COVER LETTER**

 **Oregon**  
Theodore R. Kulongoski, Governor

**Department of Consumer and Business Services**  
350 Winter St. NE, Room 2  
PO Box 14480  
Salem, OR 97309-0405  
<http://www.cbs.state.or.us>

July 18, 2002

Identification numbers allow agencies to target follow-up correspondence. **Identification number: 53621**

John Q. Public  
123 Main Street  
Salem, OR 97301

Dear Mr. Public: Personal communication

The Workers' Compensation Division is conducting a survey of workers who were injured on the job to identify issues that are important to them. WCD wants to help injured workers receive the services and information they need at the time they need it! We also want to find out if there are additional needs relating to workers' compensation that are not being met. Describe the importance of the research project and its purpose.


You were selected to receive this survey because you were treated for an on-the-job injury or illness and your claim was closed sometime in 2001. The survey will only take 15-20 minutes to complete. You may take the survey through the Internet at [www.oregonwcd.org/iwsurvey.html](http://www.oregonwcd.org/iwsurvey.html) or you may complete the attached copy and return it in the postage-paid envelope provided. Explain how recipient was selected.

The identification number listed at the top of this page will be used to ensure that only injured workers whose claim closed in 2001 are taking this survey. It will also be used to follow-up on unreturned surveys. A stamped reply envelope is enclosed.

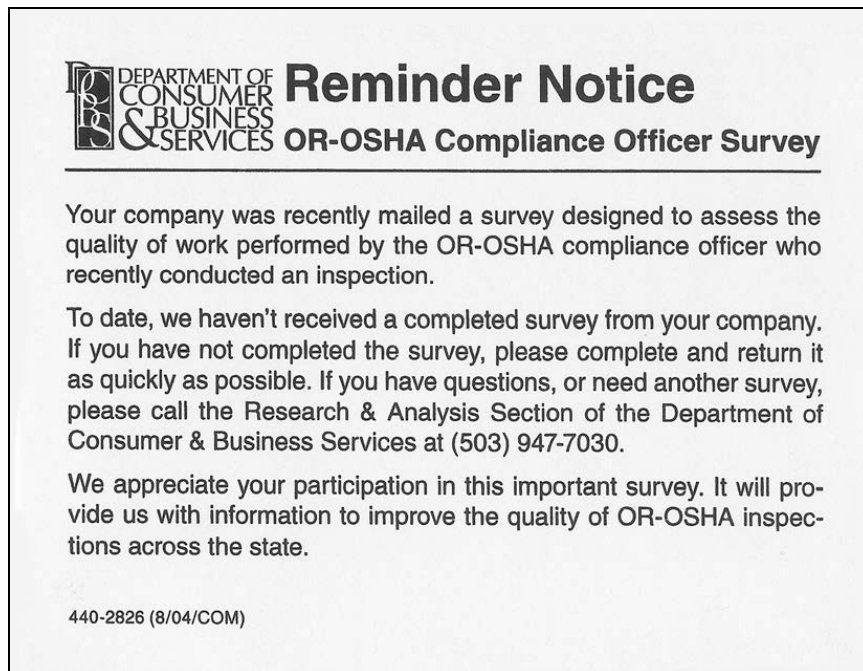
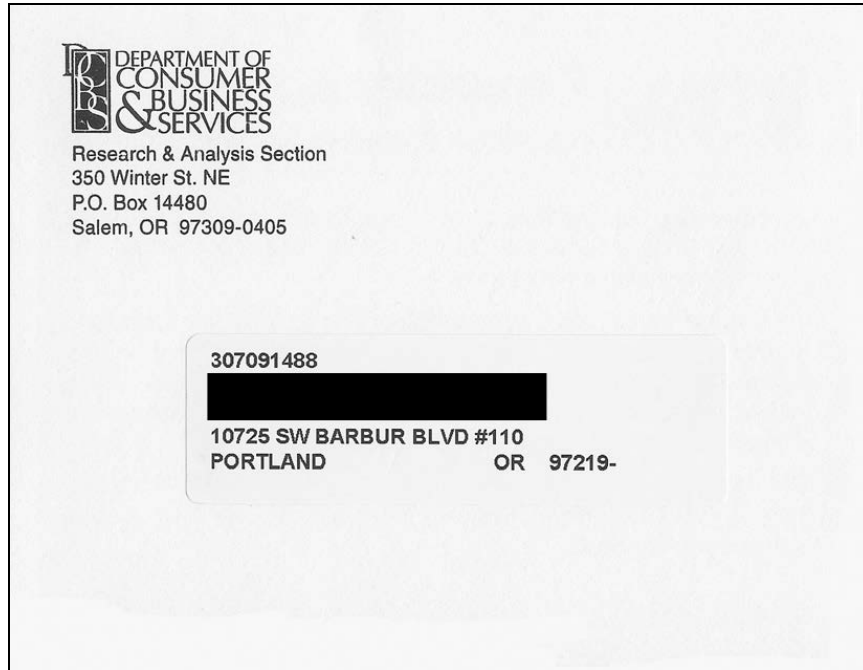
Your responses will be kept **strictly confidential** and will not affect any current or future workers' compensation benefits. The results will be reported only in summary form and not as individual responses. Indicate that answers are anonymous or confidential.

Please complete the survey by **August 7, 2002**. If you have any questions, please contact Kara Null, (503) 947-7523 or by e-mail, [Kara.R.Null@state.or.us](mailto:Kara.R.Null@state.or.us). Indicate where respondents should direct questions about the survey.

Thank you for your valuable time in completing this survey. Your input is important to us. Appreciation of sender.

  
John L. Shilts, Administrator

**FOLLOW UP POSTCARD**





**SAMPLE CUSTOMER SERVICE SURVEY**



Fictional, health-related survey demonstrating recommended techniques.

*Thank you for completing this survey. The Oregon Commission for Health Improvement (CHI) manages a variety of programs that help first responders prepare for and stay informed about public health emergencies. Your answers will help us to enhance the information and services we provide.*

**① Thinking about the State of Oregon as a whole, would you say emergency preparedness is getting better, about the same, or getting worse than last year?**

- Getting better
- About the same
- Getting worse

Overarching, perennial question provides useful data series over time

**② Please rate your knowledge of the Oregon Commission for Health Improvement (CHI).**

Little knowledge ..... Very knowledgeable

1

2

3

Required service interaction questions, supplemented with optional questions

**③ Please answer the following questions regarding your rating of services provided by CHI.**

	Excellent	Good	Fair	Poor	Don't Know
<b>a</b> How do you rate the timeliness of the services provided by CHI?	Excellent	Good	Fair	Poor	Don't Know
<b>b</b> How do you rate the ability of CHI to provide services correctly the first time?	Excellent	Good	Fair	Poor	Don't Know
<b>c</b> How do you rate the helpfulness of CHI employees?	Excellent	Good	Fair	Poor	Don't Know
<b>d</b> How do you rate the knowledge and expertise of CHI employees?	Excellent	Good	Fair	Poor	Don't Know
<b>e</b> How do you rate the availability of information at CHI?	Excellent	Good	Fair	Poor	Don't Know
<b>f</b> How do you rate the overall quality of service provided by CHI?	Excellent	Good	Fair	Poor	Don't Know

**④ What is the main reason for selecting the answer you gave to Question 3f about the quality of our overall service?**

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**⑤ IMPORTANCE - On a scale of 1-4, with 1 being “Not-at-all Important” and 4 being “Very Important”, how would you rate the value of the following programs?**

	Not-at-all important	.....	.....	.....	Very important
<b>a)</b> First Responders Preparedness Program	1	2	3	4	4
<b>b)</b> Oregon Partnership to Immunize Children (OPIC)	1	2	3	4	4
<b>c)</b> The Immunization Record Information System (IRIS)	1	2	3	4	4
<b>d)</b> Health Alert Network	1	2	3	4	4
<b>e)</b> Risk Communication	1	2	3	4	4

Comparing importance ratings with performance ratings allows agencies to identify strengths and weaknesses and to allocate resources to the most important areas.

**⑥ PERFORMANCE – On a scale of 1-4, with 1 being “Very Dissatisfied” and 4 being “Very Satisfied”, how satisfied are you with the following programs?**

	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied
<b>a)</b> First Responders Preparedness Program	1	2	3	4
<b>b)</b> Oregon Partnership to Immunize Children (OPIC)	1	2	3	4
<b>c)</b> The Immunization Record Information System (IRIS)	1	2	3	4
<b>d)</b> Health Alert Network (HAN)	1	2	3	4
<b>e)</b> Risk Communication and Public Information	1	2	3	4

**⑦ If the following services were available, would you use them?**

	Definitely Use	Possibly Use	Not Use
<b>a)</b> Email notification of breaking news and alerts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>b)</b> Touch tone telephone information for common questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>c)</b> Moderated newsgroup to discuss issues and share information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>d)</b> Bulk purchasing through a centralized procurement service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**⑧ Please check the 3 ways you most prefer to receive information (Check up to 3 only).**

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Email             | <input type="checkbox"/> Newsletters                 | <input type="checkbox"/> Training workshops/<br>conferences |
| <input type="checkbox"/> Internet/websites | <input type="checkbox"/> Pamphlets/manuals           | <input type="checkbox"/> Networking                         |
| <input type="checkbox"/> Meetings          | <input type="checkbox"/> Toll-free information lines |   |



Please answer the following questions to help us better understand the people who benefit from our programs.

**9) About how many contacts have you had with the Oregon Commission for Health Improvement in the last 12 months?**

- 1-2
- 3-4
- 5-6
- 7-10
- >10

Categorical information allows agencies to compare different subgroups when analyzing the results.

**10) Which description best describes your organization?**

- Public agency
- Non-profit
- Private corporation

**11) Which county or counties do you serve?**

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**12) How large is the community you serve?**

- 0 – 5,000
- 5,000 – 25,000
- 25,000 – 100,000
- >100,000

**13) What services or information do you need that you are not currently getting?**

Open-ended questions allow respondents to offer suggestions without limiting them to a fixed set of responses.

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Please write additional comments or questions on the back of this form. If you wish for us to respond to your questions/feedback, please include your name and an address or phone number. Thank you for your participation!



**ADDITIONAL SERVICE INTERACTION QUESTIONS**

**Providing Quality Service**

- |              |  |   |
|--------------|--|---|
| Records      | <ul style="list-style-type: none"> <li>▪ How do you rate <i>(insert agency name)</i> regarding maintaining error-free records?</li> </ul>                                | Excellent   Good   Fair   Poor     Don't Know |
| Flexible     | <ul style="list-style-type: none"> <li>▪ How do you rate the flexibility of <i>(insert agency name)</i>'s employees in helping you find a solution?</li> </ul>           | Excellent   Good   Fair   Poor     Don't Know |
| Expectations | <ul style="list-style-type: none"> <li>▪ How do you rate the degree to which the service you received from <i>(insert agency name)</i> met your expectations?</li> </ul> | Excellent   Good   Fair   Poor     Don't Know |

**Conveying Courtesy & Respect**

- |                |   |   |
|----------------|---|---|
| Individualized | <ul style="list-style-type: none"> <li>▪ How do you rate the degree to which <i>(insert agency name)</i>'s employees give customers individual attention?</li> </ul>                        | Excellent   Good   Fair   Poor     Don't Know |
| Courtesy       | <ul style="list-style-type: none"> <li>▪ How do you rate the courtesy of <i>(insert agency name)</i>'s employees?</li> </ul>  | Excellent   Good   Fair   Poor     Don't Know |
| Informed       | <ul style="list-style-type: none"> <li>▪ How do you rate the degree to which <i>(insert agency name)</i>'s employees keep customers informed throughout the service interaction?</li> </ul> | Excellent   Good   Fair   Poor     Don't Know |
| Communication  | <ul style="list-style-type: none"> <li>▪ How do you rate the clarity of communication from <i>(insert agency name)</i>?</li> </ul>  | Excellent   Good   Fair   Poor     Don't Know |

**Earning Trust**

- |                  |   |   |
|------------------|---|---|
| Confidentiality  | <ul style="list-style-type: none"> <li>▪ How do you rate degree to which <i>(insert agency name)</i> safeguards sensitive information?</li> </ul>     | Excellent   Good   Fair   Poor     Don't Know |
| Consistency      | <ul style="list-style-type: none"> <li>▪ How do you rate the consistency with which <i>(insert agency name)</i> handles customers' issues?</li> </ul> | Excellent   Good   Fair   Poor     Don't Know |
| Customer-Centric | <ul style="list-style-type: none"> <li>▪ How do you rate the value that <i>(insert agency name)</i> places on customer service?</li> </ul>            | Excellent   Good   Fair   Poor     Don't Know |

## Inviting In

Convenience	▪ How do you rate the convenience of the business hours at <i>(insert agency name)</i> ?	Excellent	Good	Fair	Poor	Don't Know
Attractive	▪ How do you rate the visual appeal of the facilities at <i>(insert agency name)</i> ?	Excellent	Good	Fair	Poor	Don't Know
Appearance	▪ How do you rate the professional appearance of the employees at <i>(insert agency name)</i> ?	Excellent	Good	Fair	Poor	Don't Know
Materials	▪ How do you rate the communication materials at <i>(insert agency name)</i> ?	Excellent	Good	Fair	Poor	Don't Know

**SAMPLE CUSTOMER COMPLAINT FORM**



Oregon

**Business Administration Division**

*DCBS Customer Service Initiative*

Management Review Team: \_\_\_\_\_ Date: \_\_\_\_\_  
 Internal Action: \_\_\_\_\_  
 \_\_\_\_\_

Taken by: \_\_\_\_\_ Date: \_\_\_\_\_  
 Complainant: \_\_\_\_\_ Phone #: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 E-mail: \_\_\_\_\_

**With which division did the customer interact?**

- Finance & Corporate Securities
- Workers' Compensation Division
- Workers' Compensation Board
- Other: \_\_\_\_\_
- Information Management Division
- Business Administration Division
- Oregon Medical Insurance Pool Board
- Insurance Division
- Oregon OSHA
- Building Codes Division


**Describe the complaint:**

- Staff was misinformed/gave wrong information
- Problem accessing information online
- Other: \_\_\_\_\_
- Staff was slow to respond to concern
- Conflicting information found online

**Details about the complaint:**



# EMPLOYEE SATISFACTION SURVEY



**Oregon**  
Theodore R. Keatinge, Governor

**Department of Consumer and Business Services**  
350 Winter St., NE, Room 2  
PO Box 14480  
Salem, OR 97309-0405  
<http://www.dcs.state.or.us>

**11** Thinking about DCBS as a whole, would you say customer service is better, about the same, or worse than five years ago?

Better  
 About the same  
 Worse

**To what extent do you agree or disagree with the following statements about Central Support Services?**

	Strongly Disagree	Disagree	Agree	Strongly Agree
<b>12</b> Central Support Services provides services in a timely manner.	1	2	3	4
<b>13</b> Central Support Services provides services correctly the first time.	1	2	3	4
<b>14</b> Central Support Services maintains error-free records.	1	2	3	4
<b>15</b> Employees of Central Support Services demonstrate a willingness to help customers.	1	2	3	4
<b>16</b> Employees of Central Support Services are courteous and professional.	1	2	3	4
<b>17</b> Employees of Central Support Services demonstrate knowledge and expertise.	1	2	3	4
<b>18</b> Central Support Services safeguards sensitive information.	1	2	3	4
<b>19</b> Central Support Services places a high value on customer service.	1	2	3	4
<b>20</b> Central Support Services makes information easily available.	1	2	3	4

Survey designed to be distributed as a bi-fold brochure printed, front and back, on 8" x 14" legal paper.

A version of the service-interaction questions can apply to internal customers as well (e.g., employees).

Work climate questions developed by the Gallup Organization (Buckingham & Coffman, 1999 p.28).

Overarching question on expectations with follow-up question provides useful data series over time.

To what extent do you agree or disagree with the following statements about the work climate at DCBS?

	Strongly Disagree	Disagree	Agree	Strongly Agree
11) I know what is expected of me at work.	1	2	3	4
12) I have the materials and equipment I need to do my work right.	1	2	3	4
13) At work, I have the opportunity to do what I do best every day.	1	2	3	4
14) In the last seven days, I have received recognition or praise for doing good work.	1	2	3	4
15) My supervisor, or someone at work, seems to care about me as a person.	1	2	3	4
16) There is someone at work that encourages my development.	1	2	3	4
17) At work, my opinions seem to count.	1	2	3	4
18) My program's mission makes me feel my job is important.	1	2	3	4
19) My co-workers are committed to doing quality work.	1	2	3	4
20) I have a best friend at work.	1	2	3	4
21) In the last six months, someone at work has talked to me about my progress.	1	2	3	4
22) This last year, I have had opportunities at work to learn and grow.	1	2	3	4

Open-ended questions allow respondents to offer suggestions without limiting them to a fixed set of responses.

23) Thinking about all aspects of the services Central Support provides, how well are we doing in meeting your expectations.

- Fair exceeding your expectations
- Somewhat exceeding your expectations
- Meeting your expectations
- Falling somewhat short of your expectations
- Falling far short of your expectations

24) What is the main reason for selecting the answer you gave to Question #23?

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25) What is the biggest problem you face every day trying to deliver high-quality service to our customers?

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\_\_\_\_\_

26) If you were the director of this agency and could make only one change to improve service quality, what change would you make?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Please use the back of this survey to offer further suggestions or to tell us anything that you would like for us to know.