



The City of San Diego

CUSTOMER SERVICES DEPARTMENT

1200 THIRD AVE., SUITE 1300, SAN DIEGO 92101

To Champion Excellent Customer Service for Every Person Every Day

**Citywide Customer Satisfaction Survey Results
March 2007**

The Citywide Customer Satisfaction Survey was conducted from March 19th through March 29th, 2007. Surveys were placed on public counters, and customers visiting offices were invited to provide their thoughts on the service they received. Surveys were printed double-sided, and were available in both English and Spanish.

Information was gathered from these direct contacts about the following key indicators of the quality of service delivery.

- ◆ Promptness of initial greeting
- ◆ Courtesy of staff
- ◆ Knowledge of staff
- ◆ Receipt of requested information
- ◆ Promptness of resolution of the situation
- ◆ Caring service
- ◆ Overall satisfaction with the experience at that location

These indicators were chosen as the core components of great service emphasized in both the City's expectations of great service, and in customer services skills training provided to City staff by the Customer Services Department. The first 6 items are also directly actionable by Departments, so they may continue to improve our customers' satisfaction with the quality of service we provide.

In general, most Departments received their highest rating on the key indicator of staff courtesy. The lowest ratings were received in the areas of customers being greeted promptly, and in the perception that a resolution to the issue was prompt. Both of these items will be reemphasized, both through training, and through continued business process reengineering.

Ratings

4597 completed Surveys were returned. Ratings were analyzed by location, by Department, and by Business Group. Thirteen Departments received greater than 10 completed Surveys, and received ratings based on the average of these responses. Any Department receiving fewer than 10 completed Surveys did not receive an overall rating due to the low sample size.

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Ratings are reported for each Department as an average of all of the responses received on the 7 questions asked. These ratings are on the same 1-5 scale used by our customers to rate the quality of the service delivered during each interaction, with 5 being the highest possible rating.

This Survey establishes a baseline for future continuous improvement. It is recommended that each Department strive to achieve and/or maintain an overall rating of 4.5 or above. All ratings in that range are exceptional. Sample sizes are not large enough to provide significant analysis of incremental improvements above that rating level.

Congratulations to Fire-Rescue! This Department achieved the highest average rating of 4.95 based on 98 completed surveys.

Table 1 summarizes the results of each of the participating Departments.

Department	Number of Completed Surveys	Rating (1-5 scale)
City Clerk	71	4.79
City DCO/ADCO/Directors	2	---*
Customer Services	188	4.73
Development Services	420	4.44
Engineering and Capital Projects	57	4.84
Environmental Services	21	3.95
Fire-Rescue	98	4.95
General Services	2	---*
Library	1702	4.57
Metropolitan Wastewater	1	---*
Park and Recreation	1425	4.60
Personnel	117	4.60
Police	142	4.48
Purchasing and Contracting	115	4.82
Real Estate Assets	1	---*
Treasurer	182	4.71
Water	27	4.65

* Did not receive 10 or more completed Surveys

Analysis of Written Comments

Approximately one-third of the surveys included written comments on the quality of customer service received and/or suggestions for improving services. The majority of the comments received were of a positive nature. There were 29 employees commended by name by two or more customers, during this Survey period. These employees have received a letter of commendation and thanks from Mayor Jerry Sanders.

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Table 2: Written Comments and Suggestions

Category	Comments			Comments Total	Suggestions
	Positive	Negative	Mixed		
Process	85	32	--	117	402
Infrastructure	98	26	--	124	346
Staff	512	37	5	554	121
Other	312	4	--	316	86

Comments and Suggestions

The full text of all comments and suggestions will be made available to the Department Directors.

Each of the written statements were categorized as either a comment (as statement that was positive, negative, or mixed) or a suggestion (an idea for improvement). They were further grouped into the following categories.

- ◆ Process: procedures, operating hours, fees, processes, programs, and timeliness of return phone calls (when suggestions spoke to systemic issues as opposed to an individual staff person's lack of responsiveness).
- ◆ Infrastructure: facilities, including location, comfort issues (such as room temperature), availability of food and drink, signage, access, parking, upkeep and cleanliness; phone system; computer system; and availability of materials (such as books, forms and brochures).
- ◆ Staff: staff attitude, behavior, competency, need for training, level of staffing and timeliness of return phone calls.
- ◆ Other: items that did not fit into the above categories (e.g., "keep up the good work" or "thank you").

Positive Comments: For all of the departments/regions that received 10 or more comments, the majority of the comments were positive. The following departments received 80% or higher positive comments.

- ◆ City Clerk (100% based on 32 comments)
- ◆ Customer Services (100% based on 56 comments)
- ◆ Engineering and Capital Projects (100% based on 17 comments)
- ◆ Personnel (96% based on 26 comments)
- ◆ Police (96% based on 50 comments)
- ◆ Purchasing and Contracting (96% based on 27 comments)
- ◆ Library (92% based on 476 comments)
- ◆ Park and Recreation (90% based on 281 comments)
- ◆ Treasurer (84% based on 45 comments)

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Language

Surveys were available to all of our patrons in both English and Spanish. Overall, the majority, or 95%, were completed in English. For those that were completed in Spanish, the following locations had 10 or more comments submitted, with more than 50% of these written comments in Spanish.

- ◆ City Heights Recreation Swim and Tennis Center (87% based on 30 comments)
- ◆ San Ysidro Community Service Center (64% based on 25 comments)
- ◆ Library – City Heights Branch (53% based on 17 comments)

No Surveys

There were several locations that did not receive any completed Surveys during the two week Survey time period. One reason may be due to low foot traffic in those areas during that time period. Other reasons may also be a factor, depending on the specific locations.

Conclusions

City customers actively participated in the Citywide Customer Satisfaction Survey, and took the time to provide us valuable feedback to further improve the quality of the service we deliver. This is quite positive, in that this could be interpreted to mean that our customers feel we are open to responding to their thoughts and suggestions.

All of the data will be distributed to the Departments for staff to review. Providing these direct measures will allow for Departments to take action to improve specific aspects of service, location by location.

The data show that City staff are doing a great job everyday, most especially in the area of courtesy. This is to be highly commended. This indicator speaks directly to the professionalism of staff, even through the difficult challenges that this organization has faced over the last few years.

Our greatest opportunity for improvement pertains to promptness. Government is notorious for taking a long time to process requests. Management is already well aware of this, and has instituted an aggressive Business Process Reengineering program that gets right to the core of this issue. Over time, ratings in promptness should improve across the board. It should also be noted by Departments that this is an area that should continue to be a focus. Any changes to improve processing time while maintaining the integrity of the process, however small, should be considered. For example, considering scheduling appointments so that people no longer have to wait in line.

It is important to remember that this Survey represents only a small, well-defined subset of the overall customer population for the City of San Diego. People who participated in this Survey were walk-in customers during a two week period. Many of the City's customers do not visit our offices, and there are multiple surveys administered by individual Departments to assess customer satisfaction in additional customer populations (such as those serviced through field

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visits). When a Department is examining overall customer satisfaction, the results of this Survey should be used only as a portion of the overall index of satisfaction.

As shown by this Survey, each contact we have with a customer leaves an impression. The vast majority of the time, City staff make that impression a great one.