

Creating a Culture of Customer Service		STAGE	Prioritization
PROPOSAL OVERVIEW			
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Title/Department	Recommendations Subcommittee	Phone	(406) 994-5715
Problem Statement	38% of responses to the OpenMSU Customer Service Survey reported a need to improve customer service for finance & accounting, HR, IT, purchasing and sponsored programs.		
Proposed Solution	Implement a culture of customer service throughout administrative support functions. Assign a cross-functional project team to attend the Disney Institute's program on quality service to "develop an organizational culture that supports consistent delivery of quality service" and bring those strategies to MSU.		
Key Performance Indicators or Outcome Measures	Employee and customer satisfaction with customer service. Increased number of retained customers.		
General Time & Effort Required	SMALL-MEDIUM. No dependencies. Exact figures to be determined in Design phase. Training investment in large number of staff. Limited maintenance, communication and adoption management.		
Alternative Solutions	<ul style="list-style-type: none"> • Use an alternative customer service training program. • Implement a customer service culture without a training program. 		
ALIGNMENT			
Data Support	<input checked="" type="checkbox"/> Surveys <input type="checkbox"/> Focus Groups <input checked="" type="checkbox"/> Professional Expertise		
Initiative Objectives	<input type="checkbox"/> Operational Efficiency <input checked="" type="checkbox"/> Employee Satisfaction		
Departments Served	<input checked="" type="checkbox"/> Academic Depts <input checked="" type="checkbox"/> Agencies <input checked="" type="checkbox"/> Fin & Acct Central <input checked="" type="checkbox"/> HR Central <input checked="" type="checkbox"/> IT Central <input checked="" type="checkbox"/> Purchasing Central <input checked="" type="checkbox"/> Sponsored Programs <input checked="" type="checkbox"/> University Comm		
Constituents Served	<input checked="" type="checkbox"/> Service Users <input type="checkbox"/> <100 <input type="checkbox"/> 100-500 <input checked="" type="checkbox"/> >500 <input checked="" type="checkbox"/> Service Providers <input type="checkbox"/> <100 <input type="checkbox"/> 100-500 <input checked="" type="checkbox"/> >500		
Problems Addressed	<input type="checkbox"/> Paper process <input checked="" type="checkbox"/> Customer service <input type="checkbox"/> Central/Dist model <input type="checkbox"/> Lack of integration <input checked="" type="checkbox"/> Comm/Coord <input type="checkbox"/> Redundancy <input type="checkbox"/> Staff expertise <input type="checkbox"/> Staff capacity <input type="checkbox"/> Allocation/prioritization <input type="checkbox"/> Compensation		
Processes / Services Addressed	<input checked="" type="checkbox"/> HR Recruiting <input checked="" type="checkbox"/> Purchasing <input checked="" type="checkbox"/> IT Support <input checked="" type="checkbox"/> Sponsored Programs <input type="checkbox"/> Web Dev & Content <input checked="" type="checkbox"/> BPAs <input checked="" type="checkbox"/> Budget/Finance <input checked="" type="checkbox"/> EPAFs/Payroll <input type="checkbox"/> IT Governance <input type="checkbox"/> Employee Relations		
COST-EFFECTIVENESS			
DISCLAIMER: Conceptual cost-benefit analysis with an order of magnitude estimate range between -50% to +100%.			
Upfront Real Cost	\$	39,300	Upfront T&E Cost \$ 24,700
Ongoing Annual Cost	\$	-	Ongoing Annual T&E Cost \$ 8,800
Benefits	<input type="checkbox"/> Cash Savings	<input type="checkbox"/> Incr. capacity	Estimated New Net \$ (90,600)
COMMENTS AND RECOMMENDATIONS			
Alignment Rating	0%	Cost-Effectiveness Rating	0%
Probability of Success Rating		0%	

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REF	CATEGORY	FACTOR	METRIC	VALUE
ALIGNMENT				
A.1	Institutional:	Mission	Outcome aligns directly to support of MSU discovery, creativity, service mission.	0
A.2	Initiative:	Increased efficiency	Outcome results in optimized process, productivity, and throughput.	0
A.3	Initiative:	Improved satisfaction	Outcome results in improved employee job satisfaction.	0
A.4	Scope:	Horizontal problems	Outcome addresses all the identified horizontal problems of the organization	0
A.5	Scope:	Processes/services	Outcome addresses all the identified process or service problems	0
A.6	Scope:	Functional areas	Outcome addresses all of the functional area departments in the initiative scope	0
A.7	Constituents:	Constituent reach	Outcome directly addresses deepest identified constituent needs.	0
A.8	Constituents:	Constituent span	Outcome directly addresses needs of the widest number of constituents.	0
COST-EFFECTIVENESS				
C.1	Cost:	Ongoing	Ongoing cost is minimal or none.	0
C.2	Cost:	Upfront	Upfront cost is minimal or none.	0
C.3	Fiscal:	Cost Savings	Outcome reduces cash outflow.	0
C.4	Functional:	Time Savings	Outcome reduces time on process.	0
C.5	Opportunity:	Resource Availability	Necessary FTE and other resources are available and underutilized.	0
C.6	Opportunity:	Alternatives Availability	Time & effort cannot be better spent on any possible alternative.	0
PROBABILITY OF SUCCESS				
P.1	Institutional:	Critical Success Factors	CSFs are achievable with a high probability of occurring easily.	0
P.2	Institutional:	Funding Availability	Upfront and ongoing funding is sufficient for the life of the project.	0
P.3	Institutional:	Cultural willingness	The institutional culture is ready and willing to adopt this solution over alternatives.	0
P.4	Planning:	Training	Training needed is minimal and has been adequately planned for.	0
P.5	Planning:	Measurement	Outcome performance is measurable and will be reported.	0
P.6	Planning:	Stakeholders	Stakeholders are identified; expectations are reasonable and manageable.	0
P.7	Scope:	Complexity	Complexity is minimal; scope is defined and manageable.	0
P.8	Sustainability:	Ongoing Support	Ongoing support needed is minimal or readily available at low cost.	0

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OpenMSU Proposal

OpenMSU Objectives Addressed

Improve service customer satisfaction- improve customer service

Supporting Data

- In response to the OpenMSU Service Provider Survey, there were 97 customer service themed comments, placing customer service as the top comment theme area for this survey.
- In response to the OpenMSU Service Customer Survey, 38% of comments responded that customer service improvement was needed in finance & accounting, HR, IT, purchasing and sponsored programs administration at MSU.

Detailed Problem Statement

According to the OpenMSU surveys there is significant campus demand for improved customer service from administrative and technical functions at MSU.

Detailed Solution Statement

Implement a culture of customer service throughout administrative support functions. Assign a cross-functional project team to attend the Disney Institute's program on quality service to "develop an organizational culture that supports consistent delivery of quality service" and bring those strategies to MSU.

Alternative solution

- Use an alternative customer service training program.
- Implement a customer service culture without a training program.