



# Town of Victor Strategic Plan

## *Customer Service Task Force*



## **Strategic Intentions and Key Initiatives – Final Report September 26, 2011**



## Victor Strategic Plan Task Force #3 Strategic Intents and Key Initiatives Summary

### Strategic Intent # 1

**By 2013, 75% of community respondents will indicate they have a positive view of the Town services / staff based upon a 5 point scale which will include responsiveness, competency, professionalism, and respect with regard to employee interaction. Systems, staff interactions, emergency services and degree of public safety will also be assessed.**

### Key Initiatives (# each)

- 1. Implement a Customer / Taxpayer Satisfaction Survey to establish a current level of functioning and measuring results.**

*Comment card system implemented; "contact us" system implemented on Town website and Facebook.*

- 2. Implement a broad based training initiative designed to assist Town Officials and employees in attentively listening to customer / taxpayer needs, interacting positively and developing outstanding customer service and providing client relationships.**

*Completed Customer Service training for Town employees in 2009. Powerpoint developed for refresher training.*

- 3. Design and implement a system of staff evaluation and supervision to improve effectiveness of job delivery and to recognize achievement.**

*Employee Recognition Program implemented. Performance reviews are conducted 2x per year.*

- 4. Create a strategy to hire, retain, and develop personnel who model and reflect high performance skills and strategies consistent with the Strategic Plan.**

*Interview teams developed; position criteria established for new hires.*

- 5. Develop a strategy to ensure the necessary resources are available to continually develop and train staff; utilizing partnerships, turnkey training and all available grant sources.**

*The Task Force meets monthly to discuss training needs of the organization. Grant opportunities are addressed as they become available.*



## Victor Strategic Plan

Task Force:	Date:	Facilitator(s):
Customer Service and Infrastructure	2011	Al Benedict

### Strategic Intent # 1

**Key Initiative # 1**

**1. Implement a Customer / Taxpayer Satisfaction Survey to establish a current level of functioning and measuring results.**

Year	#	Action Plan	Status
2010	1	Develop general survey format with key questions. <i>The task force felt that the town was “surveyed out” and previous attempts to gather information were not effective. The comment card program was established as a continuous “survey” to get real-time feedback from residents on our performance.</i>	<i>Questions completed, but not implemented. Possible website survey in 2012</i>
2009	2	Develop comment card format that could be placed in various settings around the Town. <i>Comment cards have been placed in all Town offices; reports are compiled and discussed by Task Force monthly. Comments are reviewed for follow-up in Department Head meetings. Town newsletter, Facebook, Town website all encourage residents to “comment”.</i>	<i>Completed</i>
2009/ 2010	3	Create an electronic survey accessible through the Victor website. <i>The “contact us” feature is an informal survey/comment card option. As we update the website and social media formats, we can design short surveys for feedback on targeted areas.</i>	<i>Completed and on-going</i>
2010	4	Create a methodology utilizing a variety of sources to communicate the purpose, and access the results of the survey.	<i>Survey not needed</i>



2009 and beyond	5	Establish a means to review results with town staff, Board, and Supervisors for the purpose of planning further Action Plans as well as a town response. <i>These are reviewed at Department Head meetings to ensure follow-up to residents.</i>	<i>Comment card feedback reports generated each month to all Town employees and Town Board</i>
2010	6	Create “Comment Card” format on Town website	<i>Completed</i>
<b>2010</b>	<b>7</b>	Establish a “Facebook” account for the Town of Victor to enhance and promote resident communications.	<i>Completed</i>



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### Strategic Intent # 1

**Key Initiative # 2**

**2. Implement a broad based training initiative designed to assist Town Officials and employees in attentively listening to customer / taxpayer needs, interacting positively, resolving issues, and developing outstanding provider / customer relationships.**

Year	#	Action Plan	Status
2009	1	Department Heads and/or HR representative research training and development options available. <i>Department Heads note training opportunities in performance reviews; HR circulates training information to Department Heads on a continual basis.</i>	<i>Continuing. Developing the “Train the Trainer” program utilizing internal employee skill sets highlighting customer service and interpersonal dynamics.</i>
2009	2	Department Heads and/or HR representative develop an approved training and development schedule with required and optional courses. <i>Task Force is working on “in house” training expertise due to budget constraints for optional courses.</i>	<i>Powerpoint presentations developed; mandatory training done each year</i>
2009	3	Train all staff in Customer Service with strong influence from the Strategic Plan. Training on basic computer skills where needed.	<i>Completed – computer skills continuing on an as-needed basis</i>



2009 and beyond	4	Integrate specific measurable targets and performance objectives in Town of Victor staff evaluations. <b>Forms have been developed for Department Head, Highway/Water/Recycle, and Administrative Support.</b>	<b>Completed and on-going</b>
2009 and beyond	5	Provide training or computer based skills and technology use.	<b>Suzy and Mike G.- continuing</b>
2009 and continuing	6	Provide internal briefings to employees including – clarification of benefits, procedures, classifications, orientation, training’ <b>Benefits training occurs yearly; procedures are on-going, as new ones are developed; new employee orientation process completed; classifications completed and communicated.</b>	<b>Done and on-going</b>
2010	7	Identify needs of our valued employees – yearly employee evaluations, monthly staff meetings, employee incentives and recognition awards.	<b>All done and on-going; will implement yearly survey</b>
2010	8	Monthly newsletter on new projects and news within the Town offices, monthly staff meetings, and employee/department job profiles	<b>Completed and continuing</b>
Completed in 2009 – implemented in 2010	9	Welcome Bulletin .Given to all new residents containing Town information, Phone numbers to all Town Departments, hours of operation, and frequently called numbers within the Town, (post office, library, etc.)	<b>Completed Welcome packet – available in Town Clerk’s Office</b>
2010	10	Educate/train employees on the management of change	<b>Not completed</b>



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<b>Strategic Intent # 1</b>

<b>Key Initiative # 3</b>
<b>3. Design and implement a system of staff evaluation and supervision to improve effectiveness of job delivery and to recognize achievement.</b>

Year	#	Action Plan	Status
2009	1	Department Heads and/or HR representative develop and implement an employee evaluation process and schedule.	<i>Completed – done 2x per year</i>
2009	2	Employees and/or HR representative develop and implement a Department Head evaluation process and schedule.	<i>Completed – done 2x per year</i>
2009	3	Review and revise (if necessary) evaluation processes annually.	<i>On-going (Tina)</i>
2010		Design and implement employee recognition process	<i>Completed</i>
		Promote Inter-Department meetings to keep staff up-to-date on latest Town news and events	<i>On-going</i>
2011		Improve employee morale and camaraderie through team-building exercises and events	<i>Formal program completed in 2010; informal events continuing</i>



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Strategic Intent # 1

Key Initiative # 4
<p><b>4. Create a strategy to hire, retain, and develop personnel who model and reflect high performance skills and strategies consistent with the Strategic Plan.</b></p>

Year	#	Action Plan	Status
2010	1	Department Heads and/or HR representative develop a thorough interview process/regiment to guarantee quality staff hiring.	<i>Completed</i>
2009	2	Compile and present data of comparative compensation/benefits packages from other townships.	<i>Completed with yearly updates</i>
2009	3	Develop New Employee Orientation training and packets	<i>Completed</i>

