

Increasing Internal Customer Satisfaction

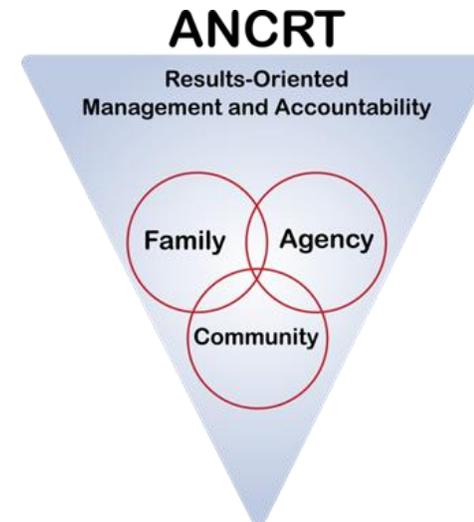
February 17, 2021

The presentation will begin at:



2:00pm ET/1:00pm CT/12:00pm MT/11:00am PT

Thank you for joining us!





The Promise of Community Action

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community and we are dedicated to helping people help themselves and each other.

Today's Presenters

Barbara Mooney, Ed. D., NCRP

Director

Association of Nationally Certified ROMA Professionals

Carey Gibson, MSW, NCRP

Project Manager

National Peer to Peer NCRI Project

Kate Singogo, MPA, NCRT

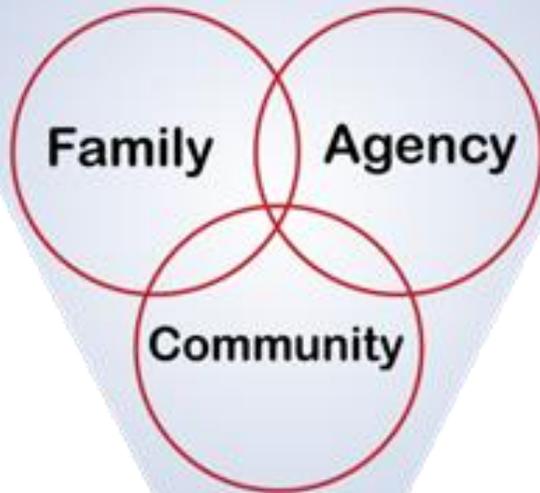
Self Sufficiency Program Manager

Community Action Opportunities



ANCRT

Results-Oriented
Management and Accountability



Increasing Internal Customer Satisfaction: When the Customer is your Employee

Presented by the Association of Nationally Certified
ROMA Trainers and Implementers

Carey Gibson

Kate Singogo

Workshop Topics

- Crisis Management = restructuring delivery of services and disruption to the way we do our work.
- Consider impact on employees (internal customers)
- Collect internal customer satisfaction data for understanding of how employees are feeling and how it impacts the work.
- Integrate this data into agency strategy and culture moving forward.





Drucker Question One: What Is Our Mission?

“A mission cannot be impersonal, it has to have deep meaning, be something you believe in - something you know is right....”

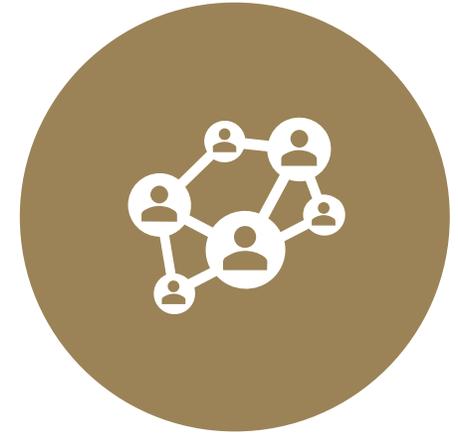
What Does the Mission Tell Us?



WHY WE ARE IN
BUSINESS

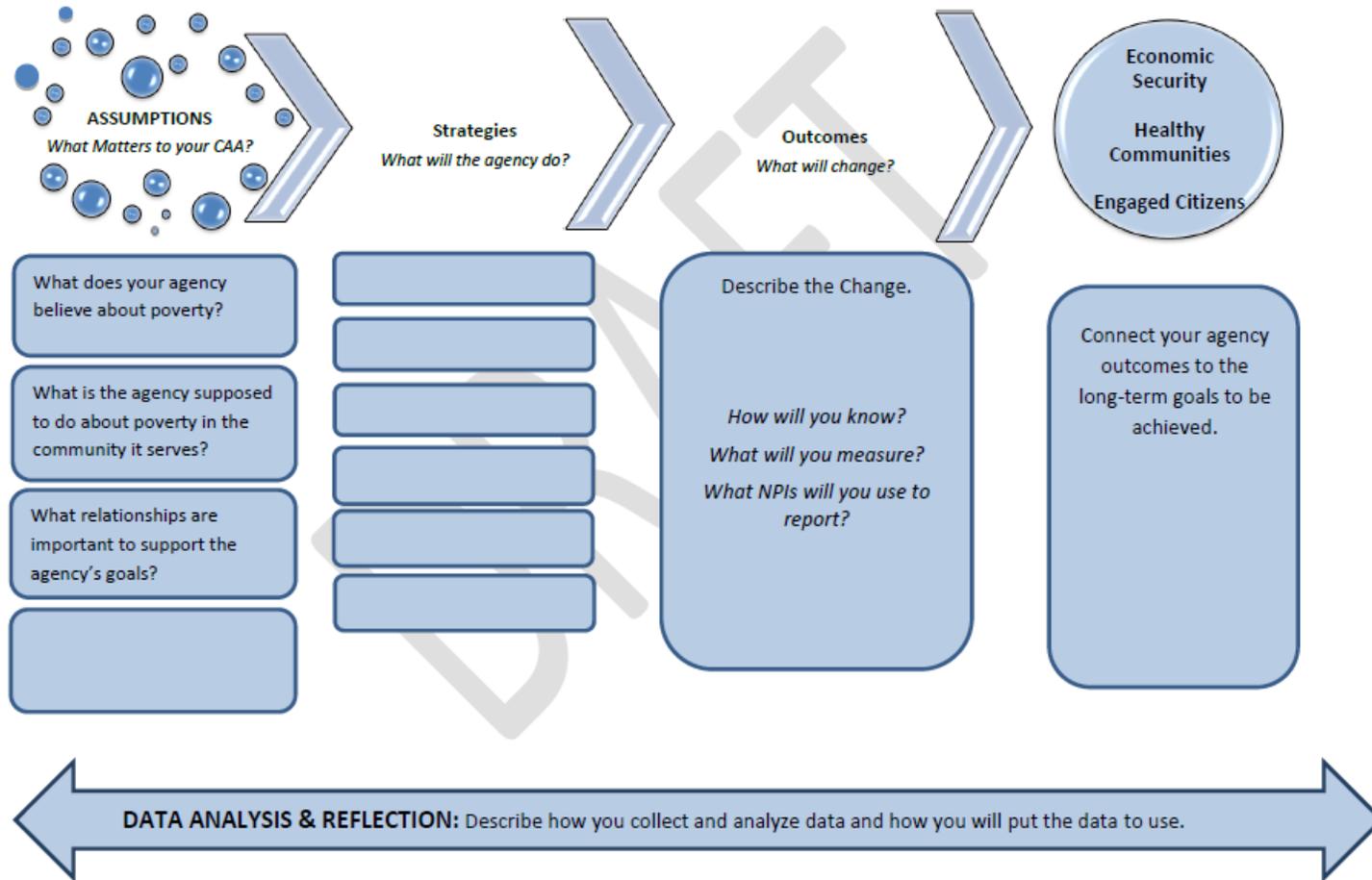


WHAT RESULTS WE ARE
TRYING TO ACHIEVE



WHAT DIFFERENCE WE
WILL MAKE

Local Community Action Theory of Change



CHANGE IN FOCUS

Has your agency seen a change in demand for emergency services?



Food Distribution Sites running out of Food in March 2020

Pictures from Grand Rapids, Michigan



Change in Delivery Modality:

Switching from
congregate to
home delivered
meals

Focus on Your Mission

CAAs have been quick to pivot and adapt to continue to provide support to individuals and communities impacted by this crisis.

With all the changes, how do you know you are staying true to your mission and local Theory of change?

How can you identify what is important?

ASK YOUR CUSTOMERS!

But don't forget about your internal customers - your employees!



CSBG Organizational Standards

- Standard 1.3: The organization has a (1) systematic approach for (2) collecting, (3) analyzing, and (4) reporting customer satisfaction data to the governing board.
- Standard 6.4: Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process.

Drucker Question Two: Who are our customers?

PRIMARY

Direct recipients of services



SUPPORTING

Support the service



Why do you want to collect this data from your employees?

- Staff well being and satisfaction impacts service delivery, so information from staff will help improve quality of service.
- This in turn will improve outcomes for customers.
 - Also, staff satisfaction impacts retention and productivity.
- Remote working can potentially create division amongst staff OR it can bring staff together due to revised roles and responsibilities.
 - Which is happening with your staff?

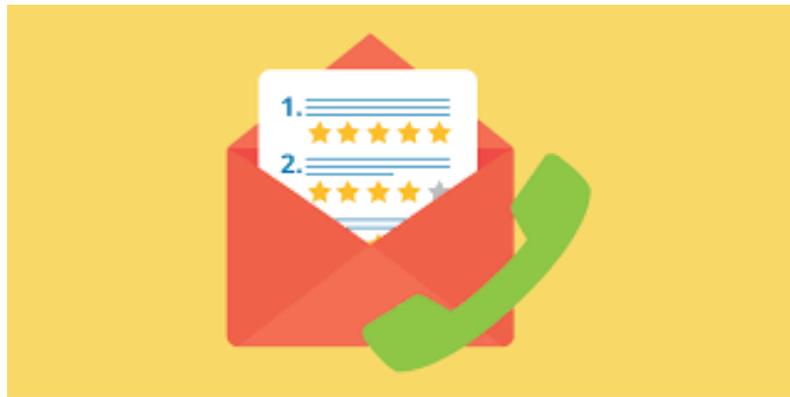


Knowing what your staff think about the “big picture” can help you understand your agency functioning.

And can help you develop action steps to help the agency meet its mission.

What will you do with the data you collect?

Before you start, make a commitment to follow up with respondents!



- Failure to follow up on information shared can lead to decrease in trust of management at the agency.
- Getting staff to open up about how they are feeling during this crisis is a good thing, but if they do not feel you have heard them, they can regret being open to your questions.

Identifying the Process for Writing and Delivering Questions

WHAT KINDS OF QUESTIONS WILL YOU ASK?

HOW WILL YOU ASK?

What kinds of questions will you ask?

- Ask questions that provide actionable feedback
- Consider a Likert scale of at least 5 elements rather than simple Yes/No options
 - Ask open-ended questions, but limit them
- Ask Questions to determine both an overall satisfaction rate and contributing factors
- Avoid leading questions, which can impact accurate responses

How will you ask?

- Use “pulse survey” for rapid data collection.
- Use focus groups or 1-on-1 interviews with staff (virtually, if needed) to delve deeper into issues.

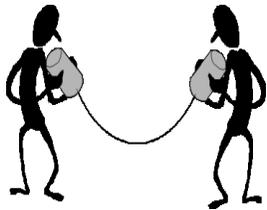
Ask questions so that you can determine *who* has what need.

Ensure confidentiality, but also be able to understand characteristics of employees who are providing specific responses.

Asking questions and sorting responses by things like position, department, etc. can help to see if concerns are agency wide or limited to one area, or if there are disparities.

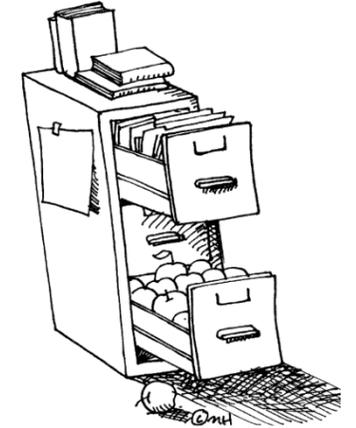


Are new (different) staff skills needed?

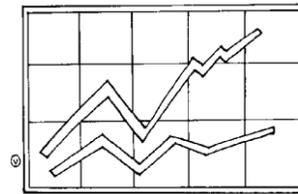


Using new communication
methods and tools

Collecting, storing, retrieving Data



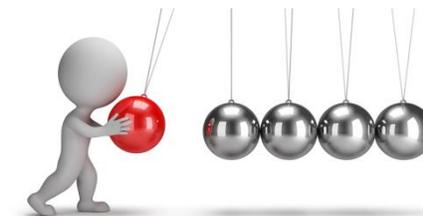
Analyzing Data



Using Data for Decision Making

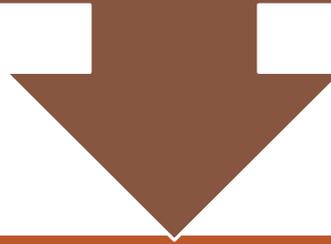


Putting Decisions into Action



What questions will provide the data?

We have some ideas about questions.



The general categories we identified are:

Health and
Safety

Decision Making
and Leadership

Communication
and Engagement

Productivity

Agency Mission

Health and Safety questions

- The organization cares about my health and well-being.
- I have what I need to work safely in the office.
- I have what I need to work safely when meeting with people.
- If I, or someone in my home is not well, I can express this to my organization without fear of negative consequences.
- I have a clear understanding of our company's efforts to minimize health risks during the COVID-19 pandemic.
- My company's response to COVID-19 has minimized stress for employees.
- Working remotely makes me feel safer than working in the office.
- The stress levels at work are manageable.

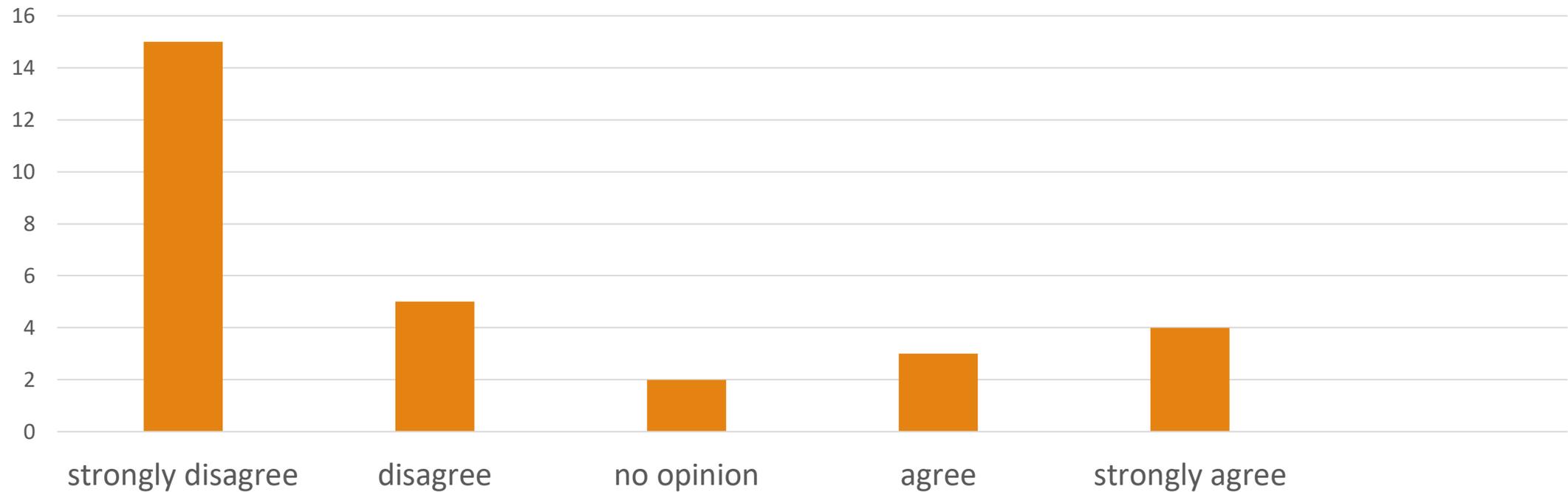
Health and Safety Questions, Continued...

- I feel supported by my manager in making decisions about my health and well-being.
- I feel supported in my efforts to adapt to these new changes.
- I am willing and able to return to regular work if it is deemed safe to do so.
- Fill in the blank: To feel safe, I would need: _____
- I am most concerned about returning to work because of (pick all that apply):
 - My health
 - Health of my family
 - Care giving responsibilities
 - Health of our customers
 - Physical environment at work
 - Other _____

What to do with the data you collect?

The stress levels at work are manageable.

total responses=29

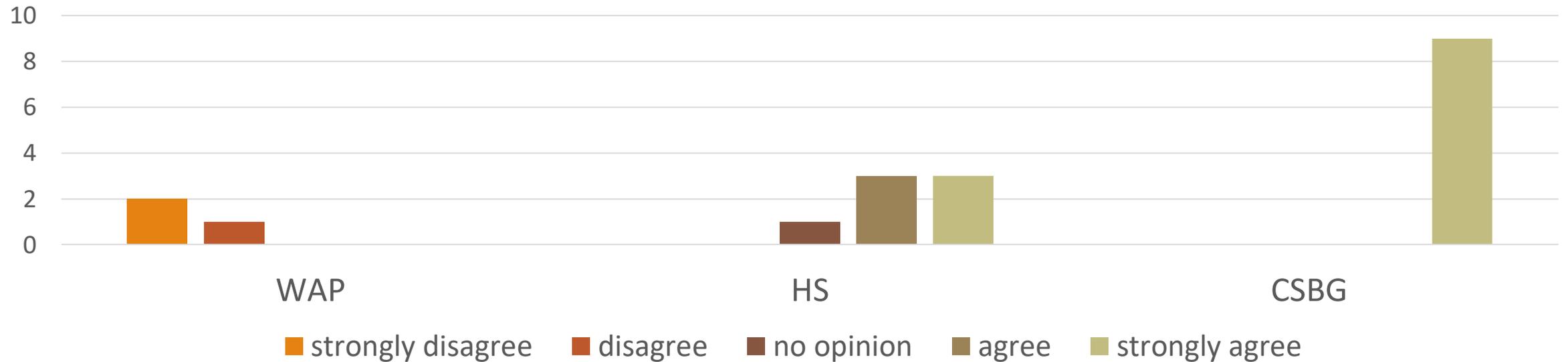


Decision Making and Leadership

- Management **involves** me in decision making.
- Management **informs** me about decisions.
- I understand the changes that have been made to **my position** to allow for work to continue during the pandemic.
- I understand the changes that have been made to **agency operations** for work to continue during the pandemic.
- The organization has my best interest in mind when making decisions.
- If I have ideas about something that needs to be changed, I know who to contact with my input.
- I feel supported in my efforts to adapt to these new changes.
- My manager and I discuss plans to return to a regular work environment.

What to do with the data you collect?

If I have ideas about something that needs to be changed, I know who to contact with my input.
total responses=19



Communication and Engagement

- If I have questions or concerns related to working during the pandemic, I know who to ask.
- I feel comfortable expressing my concerns about the COVID-19 pandemic.
- The organization has maintained effective communication with me during the pandemic.
- I feel communication channels have been established to help me feel connected and engaged with my **coworkers**.
- I feel communication channels have been established to help me feel connected and engaged with my **customers**.
- How have relationships changed because of remote work? _____

Communication and Engagement

- I am satisfied with the communication I am getting from the organization about its response to the COVID-19 pandemic.
- The organization's communication channels and tools are effective.
- The organization's processes for requesting resources and support are effective.
- Our company culture enables me to work effectively as a remote employee.
- What would increase your satisfaction with communication and engagement? _____
- What change to your work habits have you experienced working in an adapted environment that you would like to continue? _____

Crisis Communication

Stages of Crisis Communication

Pre-crisis

1. Monitor crisis risks
2. Make decisions about how to manage potential crises
3. Train people who will be involved in the crisis management process

Crisis

1. Collect and process information for crisis team decision making
2. Create and disseminate crisis messages

Post-crisis

1. Asses the crisis management effort
2. Provide follow-up crisis messages as needed

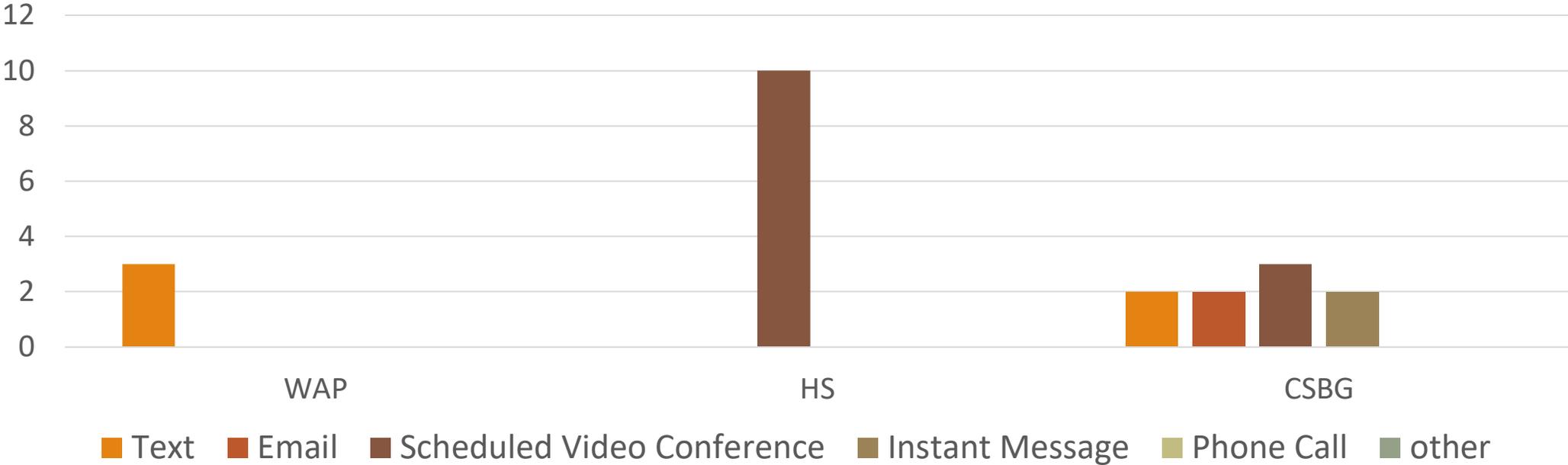
Communication and Engagement

What type of communication do you prefer? (pick all that apply):

- Text
- Email
- Scheduled video conference
- Instant message
- Phone call
- Other

What to do with the data you collect?

What kind of communication do you prefer?
total responses=19



Productivity

- I am more/less/same productive working remotely.
- I have the resources and technology needed to work remotely.
- My remote work environment enables me to work productively.
- I have been satisfied with the support from the IT department during the transition to remote work.
- The organization supports me in adapting to changes that impact me and my job (training, coaching, etc.).
- What do you need to increase productivity? _____

What do you do with the data you collect?

- My internet is so slow that I cannot consistently stay connected during zoom calls. This is really stressing me out. I'm afraid I'm going to get fired for not being able to do my job.
- Trying to homeschool three children and be available for clients is impossible.
- I don't have anywhere in my house to keep confidential client paperwork.
- I told my supervisor I was struggling to get work done, and I asked her for help. She told me just to figure it out. I'm falling behind on my documentation.
- I love working from home! I get so much done in such a short amount of time. The downside is, I have to log 8 hours of work a day, but somedays I get everything finished in 5 hours.
- I don't get to work from home. I don't think it is fair I have to come in to work and some people get to work from home. I know they don't do anything.

Agency Mission

- What impact has COVID had on your mission?
- What, if anything, is your agency addressing now regarding social equity?
 - What impact has addressing social equity made on your mission?

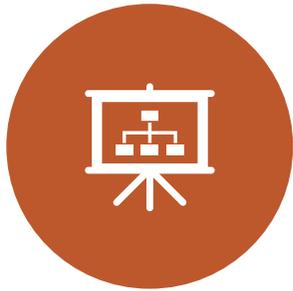
- Our mission has not changed-we help people improve their lives, and that is what we are doing now.
- Our mission says that we help people become self sufficient, but right now we are only providing emergency assistance. People are coming to us for help that we normally would have referred to another community partner. But we have so much CARES money our director said we have to enroll everyone and give them all food and rent.

What to do with the data you collect?

Have we peaked your interest?

Did you feel any of the topics we discussed could provide you with data you could use to improve your agency performance?

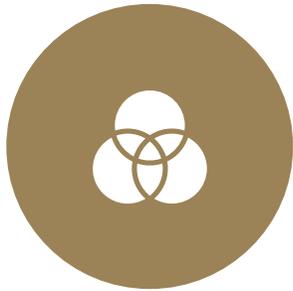




Aggregate



Count



Compare



Identify trends

Turning Data into Useful Information

Action Steps

- Be sure to thank people for their time and responses!
 - Let them know the next steps and give a timeline
- Discuss results with leadership
 - Compare by department, position, etc.
 - Look for averages and outliers
- Share results with staff
 - use graphs for visual learners and other techniques for a wide reach
- Prioritize what is most important to address
- Plan for specific action steps that you feel will led to improvement.

Continuous Improvement

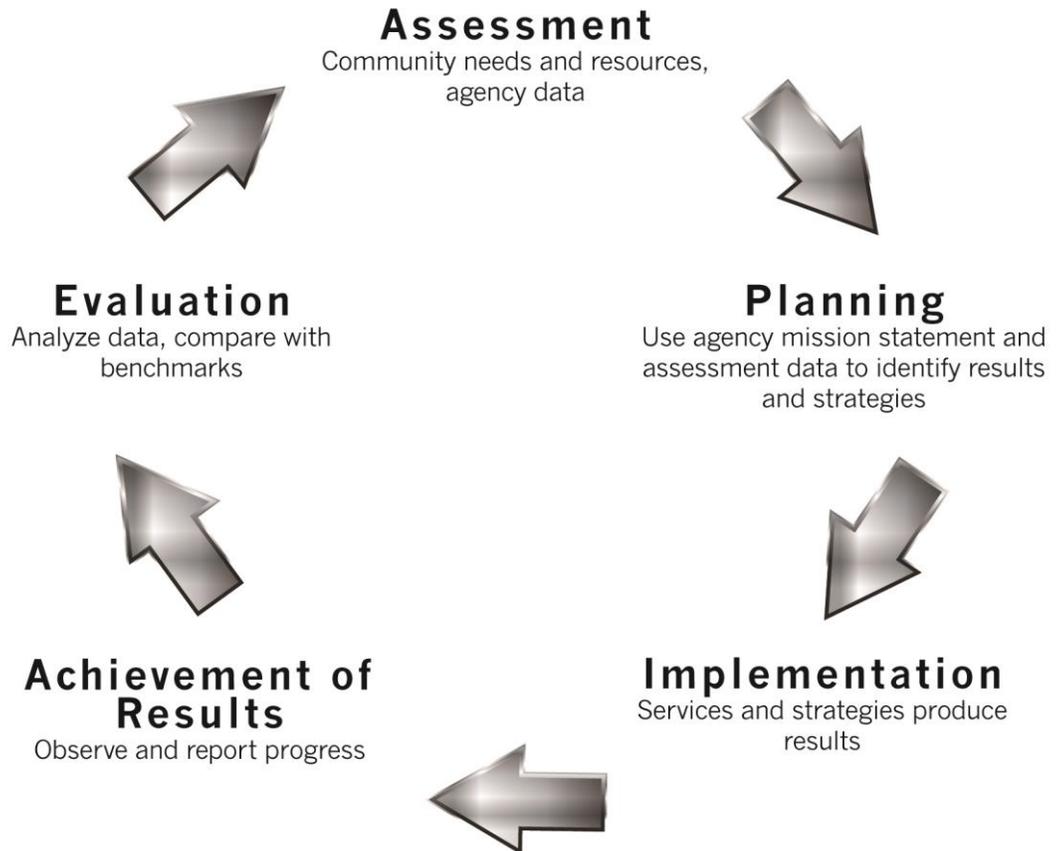
- Collect data
- Analyze data
- Make a plan
- Put the plan into action
- Collect data (did it work?)
- Analyze... etc.



Put the ROMA Cycle to use!

The Results Oriented Management and Accountability Cycle

Even in a crisis,
you can use a
Rapid ROMA
process



In closing:

Find out what you don't
know you don't know.

ASK THE FOLKS ON THE FRONT LINE.



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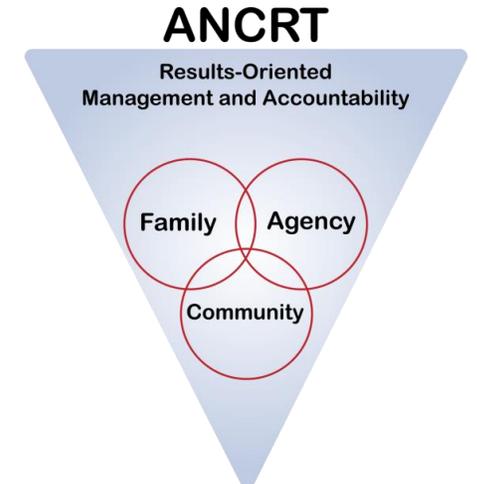
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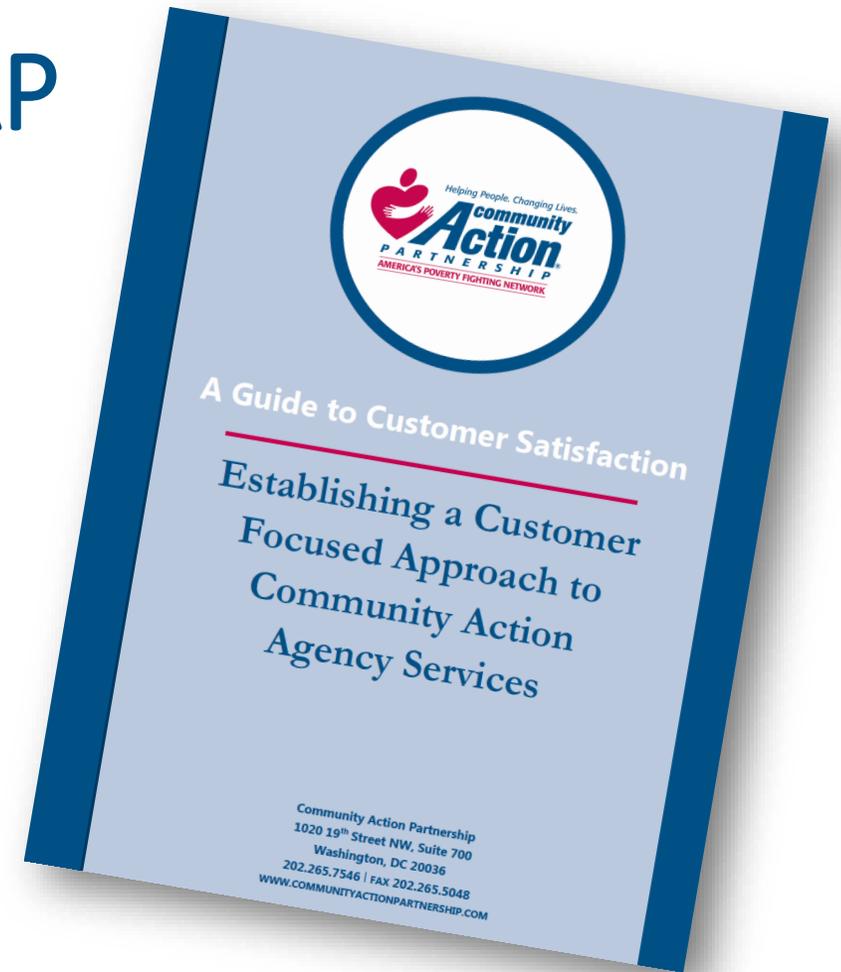
Additional Resources from NCAP

Just released!

Establishing a Customer Focused Approach to Community Action Agency Services ([click here](#))

Customer Satisfaction Webinar Series:

- *Customer Satisfaction Systems – an Overview:*
<https://communityactionpartnership.com/webinar/customer-satisfaction-systems-an-overview/>
- *Customer Satisfaction Systems – Collecting & Analyzing the Data:*
<https://communityactionpartnership.com/webinar/customer-satisfaction-systems-collecting-and-analyzing-the-data/>
- *Implementing Online Customer Satisfaction Systems:*
<https://communityactionpartnership.com/webinar/peer-to-peer-series-implementing-online-customer-satisfaction-surveys/>



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