EDDIE BAZA CALVO
Governor

RAY TENORIO
Lieutenant Governor

Office of the Governor of Guam

MEMORANDUM
April 7, 2011

TO: All Department and Agency Heads

CC: Honorable Eddie Baza Calvo, Governor
Honorable Ray Tenorio, Lt. Governor
All Senior Staff
Central Files

FROM: Chief of Staff

SUBJECT: **Excellence in Customer Service**

Governor Eddie Baza Calvo and Lt. Governor Ray Tenorio expect nothing but excellent customer service. As public servants, all Guamanians are our bosses. Customers in agencies, served in person or over the phone must be treated with respect, and given an honest effort to help them.

This administration recognizes the great majority of government workers subscribe to this philosophy. I also realize there is room for improvement. To this extent, I ask your agency or department to draft and submit a protocol of customer service standards. These benchmarks shall include the attached guidelines and cover the services your respective department or agency provides in person, over the phone, and on the internet. Submit these draft protocols to Deputy Chief of Staff Rose Ramsey within ten working days from today.

Guidelines and standards, individualized to each department and agency will provide clear guidance to workers who perform excellently, adequately, and inadequately. Upon approval from my office, these protocols shall be formally adopted and followed by everyone. Employees who clearly serve our customers better than these standards should be recognized by you and by this administration. I would expect the converse to be true: employees who do not follow the customer service standards outlined shall be counseled, and, if necessary, disciplined.

I admire the countless public servants who take pride in their work for Guamanians. Together, we can show our island just how efficient, hardworking, and professional this government actually is.

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Customer Service Guideline & Hotline

Policy Directive

Customer Service Guidelines, Hafa Adai Pledge

This policy is meant to supplement any existing policies on customer service within the agencies. It also is meant to centralize accountability for customer service standards within the government of Guam. Excellent customer service is among the hallmarks of the Calvo Tenorio administration. Therefore, the following universal guidelines must be followed by government of Guam employees serving their customers:

1. Customers must be greeted over the phone or in person with a "Hafa Adai," in line with the Hafa Adai Pledge each agency signs with the Guam Visitors Bureau. Government employees also must identify themselves (first and last names) in the greeting.
2. Every effort must be taken to help customers, politely, with their requests. This, of course, must be in line with the service(s) the employee is authorized to provide. Employees should refer customers to the appropriate program or agency if the customer is requesting service outside that employee's purview. If the customer request is unreasonable, employees are to politely inform the customer that such services cannot be performed.
3. All government phones must be answered within four rings, unless it is not practicable because employees are tending to several customers in person. Directors should implement voice mail phone service in agencies with high-volume customer traffic. Voice mail messages must be checked regularly throughout the day, and messages must be returned.
4. Every agency must post a visible sign in a conspicuous space leading customers to suggestion forms and a suggestion box. Agencies must maintain this suggestion box. It should be checked at least once a week by the agency head personally. Agency heads are responsible for discerning which suggestions should be implemented to increase efficiency and accountability.
5. All supervisors and agency heads must make themselves available to customer concerns and complaints, on demand or by appointment.

For the Governor's Office Customer Service Hotline:

Definitions

Customer – A customer is a person who, at the very least, communicates in any way with a government of Guam agency. This communication can be in person, over the phone, via mail or through email.

Customer Service Hotline – 475-GUAM. This is the number residents can call to express customer service concerns, make suggestions to improve government services or register complaints about an unresolved situation stemming from a customer to government employee interaction at an agency. This hotline is maintained by the Governor's Office, under the purview of the Governor's Deputy Chief of Staff.

Agency head – An executive branch director, deputy director, executive director, administrative director, administrator, deputy administrator, manager, general manager, executive manager or president, or one acting in any such capacity, who leads an executive branch agency.

Procedures for Answering Phone Calls on the Customer Service Hotline

One person, under the direction of the Deputy Chief of Staff, will manage the Customer Service Hotline within the Governor's Office. This person will be the Customer Service Representative (CSR) of the Governor.

The CSR must log every phone call on the Customer Service Hotline. The log must include whether the customer gave his name, the name of the customer and marks indicating whether the customer's situation was referred to the Deputy Chief of Staff for further disposition.

The CSR must attempt to obtain all information on the attached Customer Service Action form. This information, along with additional information the customer provides, should be forwarded to the Deputy Chief of Staff for further disposition.

The Deputy Chief of Staff will determine whether the matter will be forwarded to the Rapid Response Team or whether she will handle the matter with the subject agency's head.

The Deputy Chief of Staff will have the authority granted by the Governor to collaborate with agency heads to take corrective action.

The Deputy Chief of Staff will, from time to time, report the progress of agency heads in addressing customer service concerns, recommendations and complaints. She also will recommend actions the Governor may take to instill accountability for customer service standards.

In order to institute accountability, corrective action only can be entertained if the customer identifies himself and fully explains the situation he is concerned about.

Customers who make anonymous phone calls will be advised that no corrective action can be taken unless the Deputy Chief of Staff is provided the information required in the Customer Service Action form.

Customers who allege any illegal activity will be advised to take the matter up with law enforcement authorities immediately.

When a Customer Has Exhausted All Recourse within an Agency

Customers with a concern, recommendation or complaint about a certain service within an agency are encouraged to exhaust all recourse within that agency. This is meant to improve accountability in this process, and to minimize frivolous complaints.

The Deputy Chief of Staff will verify with the subject agency's head that such recourse was taken.

The Deputy Chief of Staff then will determine whether corrective action is warranted. If so, the agency head must comply with her determination.

When a Customer Calls Directly to the Governor's Office for Help

Customers who take their concern, recommendation or complaint directly to the Governor's Office through the Customer Service Hotline will be served as well. This, however, may prolong the process of determining corrective action because of the lack of verifiable information from the government employee to his supervisor to the agency head.

The Deputy Chief of Staff, or her designee, will investigate the complaint and determine whether corrective action is warranted. If so, the agency head must comply with her determination.

It must be noted that complaints brought directly to the Governor's Office severely limit corrective action, as employees are held to their agency's personnel rules and regulations. In this case, the Deputy Chief of Staff can take or recommend corrective action only with the unclassified employees such as the agency head. The accountability process will stop with the agency head.

When Multiple Customers Have the Same Complaint

The Deputy Chief of Staff will prioritize the complaints of customers with similar complaints, when these similar complaints (three or more) occur in one day.

The subject agency's agency head must address such complaints immediately, as it may reveal a negative trend of poor customer service.

When an Agency Head Determines There Is a Problem

The agency head must take steps to correct the problem. Steps taken must be made constructively and with the aim of improving services and customer service.

When an Agency Head Determines the Complaint Is without Merit

The subject agency's agency head may determine, after careful and sensitive consideration and following an inquiry by the Deputy Chief of Staff, that a certain complaint is without merit.

At this time, the Deputy Chief of Staff or her designee will schedule a conversation between the subject customer and the agency head. The agency head is to inform the customer about the determination and why his complaint is without merit.

Protecting the Rights of Public Employees

No part of this policy can be used to impinge upon the rights of public employees. Corrective action taken must be constructive. The intent must be to improve customer service.