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Go to the first occurrence of the keyword(s) that you searched for: **improving customer service!!**
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Title: Presidential Memorandum, Improving Customer Service
Author: White House Ofc. of the Press Secretary
Date: March 23, 1995

THE WHITE HOUSE Office of the Press Secretary

For Immediate Release
March 23, 1995

MEMORANDUM FOR HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Improving Customer Service

In the first phase of this Administration's reinventing government initiative, I established the principle that government must be customer-driven. Executive Order No. 12862, "Setting Customer Service Standards," called for a revolution within the Federal Government to change the way it does business. The initial agency responses to that order, including the service standards published in September 1994, have begun the process of establishing a more customer-focused government. For the first time, the Federal Government's customers have been told what they have a right to expect when they ask for service. In the second phase of reinventing government ("Phase II"), this effort should be continued and integrated with other restructuring activities. The first question agency restructuring teams should ask is whether a program or function is critical to the agency's missions based on "customer" input. To carry out this Phase II effort and assure that government puts the customer first, I am now directing the additional steps set forth in this memorandum.

Actions. The agencies covered by Executive Order No. 12862 are directed as follows:

1. In order to continue customer service reform, agencies shall treat the requirements of Executive Order No. 12862 as continuing requirements. The actions the order prescribes, such as surveying customers, surveying employees, and benchmarking, shall be continuing agency activities. The purpose of these actions will remain as indicated in Executive Order No. 12862 — the establishment and implementation of customer service standards to guide the operations of the executive branch.
2. Agencies shall, by September 1, 1995, complete the publication of customer service standards, in a form readily available to customers, for all operations that deliver significant services directly to the public. This shall include services that are delivered in partnership with State and local governments, services delivered by small agencies and regulatory agencies, and customer services of enforcement agencies.
3. Agencies shall, on an ongoing basis, measure results achieved against the customer service standards and report those results to customers at least annually. Reports should be in terms readily understood by individual customers. Public reports shall be made beginning no later than September 15, 1995. Measurement systems should include objective measures wherever

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- possible, but should also include customer satisfaction as a measure. Customer views should be obtained to determine whether standards have been set on what matters most to the customer. Agencies should publish replacement standards if needed to reflect these views.
4. Development and tracking of customer service measures, standards, and performance should be integrated with other performance initiatives, including Phase II restructuring. Customer service standards also should be related to legislative activities, including strategic planning and performance measurement under the Government Performance and Results Act of 1993, reporting on financial and program performance under the Chief Financial Officers Act of 1990, and the Government Management and Reform Act of 1994. Operating plans, regulations and guidelines, training programs, and personnel classification and evaluation systems should be aligned with a customer focus.
 5. Agencies shall continue to survey employees on ideas to improve customer service, take action to motivate and recognize employees for meeting or exceeding customer service standards, and for promoting customer service. Without satisfied employees, we cannot have satisfied customers.
 6. Agencies should initiate and support actions that cut across agency lines to serve shared customer groups. Agencies should take steps to develop cross-agency, one-stop service to customer groups, so their customers do not needlessly go from one agency to another. Where possible, these steps should take advantage of new information technology tools to achieve results.

The standard of quality we seek from these actions and the Executive order is customer service for the American people that is equal to the best in business.

Independent Agencies. Independent agencies are requested to adhere to this directive.

Judicial Review. This directive is for the internal management of the executive branch and does not create any right or benefit, substantive or procedural, enforceable by a party against the United States, its agencies or instrumentalities, its officers or employees, or any other person.

/s/ WILLIAM J. CLINTON

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Go to the first occurrence of the keyword(s) that you searched for: **setting customer service standards!!**

The keyword(s) will be in bold if not in a headline or special font.

Title: Executive Order 12862: Setting Customer Service Stds.

Author: The White House

Date: 11 Sept 1993

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THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release
September 11, 1993

EXECUTIVE ORDER

SETTING CUSTOMER SERVICE STANDARDS

Putting people first means ensuring that the Federal Government provides the highest quality service possible to the American people. Public officials must embark upon a revolution within the Federal Government to change the way it does business. This will require continual reform of the executive branch's management practices and operations to provide service to the public that matches or exceeds the best service available in the private sector.

NOW, THEREFORE, to establish and implement customer service standards to guide the operations of the executive branch, and by the authority vested in me as President by the Constitution and the laws of the United States, it is hereby ordered:

Section 1. Customer Service Standards.

In order to carry out the principles of the National Performance Review, the Federal Government must be customer-driven. The standard of quality for services provided to the public shall be: Customer service equal to the best in business. For the purposes of this order, "customer" shall mean an individual or entity who is directly served by a department or agency. "Best in business" shall mean the highest quality of service delivered to customers by private organizations providing a comparable or analogous service.

All executive departments and agencies (hereinafter referred to collectively as "agency" or

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"agencies") that provide significant services directly to the public shall provide those services in a manner that seeks to meet the customer service standard established herein and shall take the following actions:

- a. identify the customers who are, or should be, served by the agency;
- b. survey customers to determine the kind and quality of services they want and their level of satisfaction with existing services;
- c. post service standards and measure results against them;
- d. benchmark customer service performance against the best in business;
- e. survey front-line employees on barriers to, and ideas for, matching the best in business;
- f. provide customers with choices in both the sources of service and the means of delivery;
- g. make information, services, and complaint systems easily accessible; and
- h. provide means to address customer complaints.

Sec. 2. Report on Customer Service Surveys.

By March 8, 1994, each agency subject to this order shall report on its customer surveys to the President. As information about customer satisfaction becomes available, each agency shall use that information in judging the performance of agency management and in making resource allocations.

Sec. 3. Customer Service Plans.

By September 8, 1994, each agency subject to this order shall publish a customer service plan that can be readily understood by its customers. The plan shall include customer service standards and describe future plans for customer surveys. It also shall identify the private and public sector standards that the agency used to benchmark its performance against the best in business. In connection with the plan, each agency is encouraged to provide training resources for programs needed by employees who directly serve customers and by managers making use of customer survey information to promote the principles and objectives contained herein.

Sec. 4. Independent Agencies.

Independent agencies are requested to adhere to this order.

Sec. 5. Judicial Review.

This order is for the internal management of the executive branch and does not create any right or benefit, substantive or procedural, enforceable by a party against the United States, its agencies or instrumentalities, its officers or employees, or any other person.

WILLIAM J. CLINTON

THE WHITE HOUSE,
September 11, 1993.

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What is GPRA

What is GPRA?

The **Government Performance and Results Act** of 1993 established requirements for Federal agencies to develop **strategic plans** (due Sept 30, 1997), **performance plans** (due Sept 30, 1997), and **performance measures** (continuing from initial plan). These plans are to become the day-by-day guide for decision-making in an organization, and took effect with Fiscal Year 1999. So what does this mean to you? How does it affect what you do or how you do what you do? Is there a timeline? Who is responsible for doing this? To begin with, here are the specific requirements of the GPRA:

The **Strategic Plan** must contain:

- A comprehensive mission statement covering the major functions and operations of the agency
- General goals and objectives, including goals and objectives related to outcome, for the major functions and operations of the agency
- A description of how the goals and objectives are to be achieved, including a description of the operational processes, skills and technology, and the human, capital, information, and other resources required to meet these goals and objectives
- A description of how the performance goals included in the performance plan are related to and consistent with the general goals and objectives in the strategic plan
- An identification of the key factors external to the agency and beyond its control that could significantly affect the achievement of the general goals and objectives
- A description of the program evaluations used in establishing or revising general goals and objectives, with a schedule for future program evaluations.

Annual Performance Plans must:

- Establish performance goals to define the level of performance to be achieved by a program activity
- Express such goals in an objective, quantifiable, and measurable form unless authorized to be in an alternative form
- Briefly describe the operational processes, skills and technology, and the human, capital, information, and other resources required to meet the performance goals
- Establish performance indicators to be used in measuring or assessing the relevant outputs, service levels, and outcomes of each program activity
- Provide a basis for comparing actual program results with the established performance goals
- Describe the means to verify and validate measured values.