



People Before Process

Executive Summary

Despite past efforts, the State of Missouri has not developed and implemented a customer-centric focus for its team members. Often a critical component missing from exceptional customer service in state government is the need to know who your customers are and why that matters. Research shows that the leading contributors to the current customer service mindset is that we don't prioritize customers first, we don't hold team members accountable, we don't explain why it is important, we don't intentionally role model good customer service, and we don't have an effective way to measure it.

To create lasting change and develop a customer-centric culture, the State of Missouri must openly and intentionally establish ways to instill a customer-centric mindset, making it not only a habit, but a priority. With the wide array of paths that can be taken to improve customer service, we identified the following foundational recommendations that will create a starting point for the State of Missouri to begin to bridge the products and services we deliver with needs and expectations of our customers.

Recommendations:

- **Customer Identification:** When customers are properly identified, team members can be given a clear image of their customers, thereby, enhancing their overall role clarity within their position.
- **Customer Journey Mapping:** By completing a Customer Journey Map, the customer experience can be reviewed allowing for non-value-added steps to be removed while also identifying areas of improvement to benefit the customer's experience.
- **Customer Service (CS) Champion:** CS Champions are more than a conduit between customers and the organization, they are part of a team and they can represent customers and their experience in discussions with the agency from a position of influence. They're focused on putting the customer's needs first and are vested in improving the customer experience at each step of the process. Private industry has identified and realized that to ensure they are able to fully support customers, they must have a team capable of speaking for customers across the entire organization.
- **Onboarding:** During the onboarding process, team members should receive a basic level of customer service training, as well as, be able to identify the customers they serve. This can be accomplished by requiring the appropriate MO Learning courses identified in the 'People Before Process Playbook.'
- **Engage:** Utilizing the Engage tools will allow team members to keep the Customer Service Every Day conversation going. We have placed several Customer Service talking points and tactics in the Playbook to ensure continued improvement in pushing the needle forward.



Next Steps:

Immediate steps that Cabinet leaders can apply:

- Read and implement the 'People Before Process Playbook' with your executive team.
- Ensure customer service conversations are implemented into your team's Engage and Quarterly Progress Check sessions.
- Formalize an agency plan, using the resources and tools provided to ensure continued improvement in the understanding of the customers you serve and their journey with your agency.

Developing a customer service mindset within a team member is a long-term investment into the service they provide. The State of Missouri must make excellent customer service a priority which will result in team members who have greater role clarity, improved job satisfaction, and an enhanced understanding of its customer's needs.

