District Office Customer Service Scorecards, Standards & Metrics by Department

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Service Standards and Metrics

Purpose

- Identifies core business functions by department
- Serves as a departmental measure for customer service satisfaction
- Sets annual growth targets for departments to improve service
- Provides departments a tool to problem solve and identify areas for improvement
- Provide differentiated support based on tiering of schools

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Development of tools

This year's work

- Identified core business practices

- Identified departmental standards

- Examined preliminary data

- Piloted the score cards and initial survey

- Administered the survey to site principals, assistant principals and office managers as primary customers

- Parents and teachers will participate in the survey in the future

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Sample Score Card

Service Scorecard

Maintenance, Operations and Facilities Department

Director:

SERVICE STANDARDS	Customer	Prior Annual Data			Current Annual Growth Target			Future Annual Growth Targets			
		06/07 Annual	07/08 Annual	08/09 Annual	09/10 Target	% to 09/10 Target	09/10 Actual Annual	10/11 Target	11/12 Target	12/13 Target	Ultimate Target
Work orders (2s, 3s and 4s) are acknowledged and scheduled or canceled within 5 business days.	All School Sites	N/A	N/A	N/A	80%			75%	85%	95%	100%
MOF meets resolution timelines for work orders (1s and 2s, 3s and 4s) within the timeframe expected by the client. (survey)	All School Sites	N/A	N/A	N/A	50%			55%	60%	75%	100%
Improve preventative maintenance program by increasing the percent of site preventative maintenance completed per visit (out of total required/reported by PM techs)	All School Sites	N/A	N/A	N/A	50%			50%	65%	75%	100%
Improve site inspection program by ensuring that the coordinator of MOF meets all appointments to monitor site cleanliness, maintenance and repair (using standardized evaluation tools); facilitate clear communication with sites and build community support.	All School Sites	N/A	65%	30%	75%			60%	75%	85%	100%
Interactions with the facilities-use branch of the MOF department meets customer expectations (high quality of customer service at the office; high quality of maintenance of facilities; timeliness of scheduling) (POF survey)	User Groups	N/A	N/A	N/A	80%			55%	65%	80%	100%
Interactions with the transportation branch of the MOF department meets customer expectations (high quality customer service at the office; timeliness of scheduling and arrival) (POF survey)	Site Administrators and Teachers	N/A	N/A	N/A	90%			80%	90%	95%	100%
Principals report that school sites are cleaned daily. (survey)	Site Administrators	N/A	N/A	N/A	75%			70%	80%	90%	100%
BUDGET											
Budget to Actual (OVER) UNDER											
Run regular (monthly, bi-monthly) department budget reports to monitor progress											
Cost Savings or Revenue Generation (select one)											
CUSTOMER SERVICE (Survey)											
Reliability											
Assurance											
Tangibles											
Empathy											
Responsiveness											
OVERALL RATER AVERAGE											
PEOPLE											
Employee attendance											
Employee performance evaluation											
Employee retention											
Employees sufficiently trained (survey)											
Employees are informed of and understand expectations. (survey)											
Employee overall satisfaction (survey)											
PRIMARY DISTRICT MISSION											
SUPPORTING STUDENT ACHIEVEMENT (Survey)											

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Data Collection

- Survey created based on department service standards
- Some service standards will be measured by other metrics such as audit findings
- Survey was administered to site administrators and office managers and completed via computer
- Respondents were asked to rate departments on a Likert scale of 1- 5 with "1" being low satisfaction and "5" being high satisfaction
- Survey grouped questions according to department

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Tech Services

94% Technology Services works with me to resolve technical issues or problems

84% I have access to appropriate technology that supports the work I do

71% The AUSD website makes high-quality education tools easily accessible

76% Technology Services meets resolution timelines

73% Technology Services responds to requests within 3 days to determine need

78% Questions concerning technology needs are addressed daily via a help desk

67% Student data at my school site is processed accurately and efficiently

Food and Nutritional Services

37% The Food and Nutrition Services office responds within 24 hours or less to questions or issues

32% Once a completed application is received by the Food and Nutrition Services office, it is processed and entered into the POS System within 24 hours

44% The meal application process is clear and understandable

48% All school sites receive the number of meals requested at call-in deadline

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Fiscal Services

23% Payroll errors for all staff members are resolved within 24 hours

20% Monthly budgets are reviewed in quarterly meetings with all site leaders and district office managers

9% Fiscal Services Department provides professional development that effectively builds site administrators capacity to access and interpret financial information that meets their needs

30% The Fiscal Services Department responds to all of my school site's standard and emergency purchasing needs

19% Questions concerning financial needs (including budget needs) are resolved within 48 hours either via phone, e-mail or in-person and/or by using the fiscal procedures/policies manual

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Human Resources

83% Appropriately qualified guest teachers are provided for my classroom when requested

52% The human resource manual that details all procedures, forms and compliance issues is supportive to me, as a site leader, in dealing with human resource issues

75% All classroom positions are filled by the first day of school

37% Human Resources works with me to identify and provide training on staffing issues

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Maintenance Operations Facilities

50% School sites are cleaned daily

53% Facilities-use services by MOF meets customer expectations (high quality of customer service at the office; high quality of maintenance of facilities; timeliness of scheduling)

25% MOF meets resolution timelines for work orders (1s-ASAP, 2s, 3s and 4s within 30 days) within the timeframe

23% PM techs complete preventative maintenance program work on same site visit when completing required and requested work

13% Work orders (2s, 3s and 4s) are acknowledged and scheduled or cancelled within five business days

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Student Support Services (Ed. Services Department)

30% Communicates and provides training and support to ensure effective use of policies and procedures for compliance to state and federal programs

35% Collaborates with sites to ensure categorical programs and resources are aligned with the school SSP in a manner that promotes student achievement as identified by State and Federal targets

25% Prepares and coordinates with sites and district staff resolutions to State and Federal audit findings

60% Enrollment issues are continuously addressed in a timely manner to facilitate adequate planning, staffing and resolving parental concerns

55% Professional development support I receive from Student Support Services helps me understand and effectively use disciplinary policies and procedures

35% Professional development support I receive from Student Support Services helps me to effectively address district instructional priorities, especially, equity issues, math and literacy

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Student Support Services (Ed. Services Department)

20% Student Support Services coordinates and collaborates with principals on K-12 curriculum and teacher professional development that provides effective instruction for student academic success

70% Student Support Services responds in an efficient and effective manner guiding administrators to resolve student disciplinary issues consistent with Education Code and District policy

30% Student Support Services coordinates with site and appropriate district staff to plan, monitor and update uniform policies and site safety and emergency preparedness plans

65% The assessment system supports teacher and administrator inquiry about student results through the use of data

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Special Education

50% Special Education assists sites in creating and maintaining compliant Special Education programs

60% The Special Education staff responds to my site requests in a timely manner

40% Special Education provides principals with effective tools to support special education staff regarding completion of the initial IEP Evaluations with the legal timelines to remain in compliance

25% Special Education provides principals with effective tools to support special education staff regarding completion of the annual and tri-annual IEP Evaluations within the timeline

Special Education

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40% Provide paraprofessionals with consistent, comprehensive professional development to best serve special education students

25% Provides technical assistance to district and site administrators to resolve non-compliant audit findings related to Special Education

10% Provides guidance to site administrators in creating meaningful adult transition classes

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Survey Feedback

Administrators

- Survey needed space for narrative
- "Not Applicable" N/A response requested
- Needed a question on quality of food
- Needed a question about training of food services staff
- "Student Support Services" naming was problematic due to consolidation of department responsibilities
- Meta category – "Communication," CSS Weekly, "How do we work together collectively?"

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Survey Feedback

Administrators

- Some terminology was unfamiliar, e.g. "P.M. Tech"
- Survey response of "3" could skew results
- Survey was an efficient way to gather information
- Take survey more frequently
- Revise and refine survey

Office Managers

- Liked the idea of the survey
- Many questions did not pertain to Office Manager's work
- Proposed that a completely different survey be developed that would better address issues of Office Managers

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Next Steps

Department work

- Review the data results
- Discuss with department teams how to improve, set new targets and goals

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