

Outline for Customer Service Course

- I. Introductions
 - a. Names, experience, assignments, etc.
 - b. Reason for the class
 - i. No previous customer service specific training for law enforcement
 - ii. No clearly defined expectations for service delivery for police officers
 - iii. No industry standards for interactions
 - c. Expectations
 - i. Participate
 - ii. Give Feedback
- II. What is the problem?
 - a. Negative publicity
 - b. Un-trusting public
 - i. Perception that Law Enforcement is bad
 - c. Policing disenfranchised neighborhoods
 - i. Good police work sometimes means an upset community
 - 1. People don't always understand why we do what we do
 - d. Trying to help people but unable to communicate effectively
 - i. Poor communication will equate to the inability to deliver what is promised
- III. What is Customer Service
 - a. Define
 - i. Customer service is identifying the needs of the customer and meeting those needs
 - 1. Does not mean the customer is always right
 - a. The customer is always right in that they have needs
 - ii. Customer service requires a mindset supported by actions
 - 1. *Start with Why*, the golden circle.
 - a. The purpose behind what we do is service
 - b. What we do and how we do it only supports our purpose of serving
 - i. Nothing about public service conflicts with tactics, officer safety, enforcing the law, etc.
 - b. Mindset
 - i. Customer service = Service
 - 1. We are here to serve
 - 2. How we serve and what we do to serve only support our purpose – TO SERVE
 - c. Customer service in the private sector
 - i. What are their goals and outcomes?
 - 1. Obtain new customers
 - 2. Keep their customers happy
 - 3. Keep their customers loyal

- ii. How do they treat and value their customers?
 - iii. What happens when private industry does not treat their customers well?
 - d. Customer service in the public sector
 - i. What are their goals and outcomes?
 - 1. The public is utilizing a government service
 - a. Monopoly on service
 - b. No Competition
 - c. The customers need the public sector employee, not the other way around...
 - ii. How do they treat and value their customers?
 - iii. What happens when public entities do not treat their customers well?
 - e. Who are police customers?
 - 1. The community
 - a. Victims
 - b. Witnesses
 - c. Suspects
 - d. Everyone you come in contact with
 - e. Everyone who sees you
 - ii. What are our goals and outcomes?
 - 1. How do we treat and value our customers?
 - 2. What happens when we don't treat our customers well?
 - 3. Can we apply private sector principles to the public sector?

IV. Customer service and Policing

- a. What does the community expect of us?
 - i. We are civil servants
 - 1. Job is to provide service
 - a. Respond to high stress/high emotion events
 - b. Respond to intervene in disputes, acts of violence
 - c. Respond to mediate conflicts
 - d. Respond to take enforcement on violations of the law
 - e. Respond to community complaints
 - f. Proactively address crime problems
 - g. Proactively contact members of the community
 - b. What can we provide to the community?
 - c. How do we provide it to the community?

V. Techniques and Strategies

- a. What can we learn from the private sector?
 - i. Principles of customer service
 - 1. Start with Why (the Golden Circle)
 - 2. There's no such thing as customers in the plural, rather there's just one customer: The one who's being served right now.
 - 3. Find a way to say yes when you have to say no. Create alternative yeses.

4. Anticipate your customer's needs to build an emotional bond.
5. Create a predictably positive experience. This will build trust.
6. You can't be all things to all people, but all people will appreciate it when you level with them. It's a sign of maturity and integrity.
7. Customers tend to compare their service experiences across industries
8. Customer service is truly about a customer experience
9. A brand is a promise delivered.
10. Not everyone wants hyper personal interactions
11. Research shows that service far above and beyond expectations results in only moderate improvements in loyalty and satisfaction.

- b. How do customer service principles apply to police work?
 - i. Why does this apply to police work?
- c. What can we learn from the public sector?
- d. What does the public expect?
 - i. How do we surpass those expectations?
 - ii. When they are wrong, how do we make them happy?

VI. The Customer Complaint Resolution Process

- a. Intro
 - i. Greet
- b. Body
 - i. Listen
 - ii. Ask questions
 - iii. Empathize
 - iv. Address the issue
- c. Conclusion
 - i. Test questions
 - ii. Offer additional help
- d. Closing
 - i. Appreciation
 - ii. Follow-through

VII. Implementing customer service into police contacts:

- i. Mindset
 1. Look for opportunities to serve
- ii. The anatomy of a call:
 1. Introduction
 - a. Introduce yourself by name and agency
 - i. Greet
 - b. "Police, we're here to help."
 - i. De-escalator, rapport builder
 2. During the body of the call:
 - a. Active listening/procedural justice
 - b. Find out what the "customer's" expectations are and meet those expectations
 - i. Listen, ask questions, address the issue

- ii. The customer isn't always right; however, instead of saying no, find an alternative to no. Try to get to a "yes"
 - c. Create an emotional experience between you and your customer when you can. Customers remember emotions much longer than they remember facts or outcomes.
 - i. Empathize
 - ii. A positive emotion outweighs a negative outcome
 - d. Be genuine and authentic
- 3. The conclusion
 - a. "Do you have any questions that I can answer for you before I go?"
 - i. Test questions
 - b. "Is there anything else that we can do for you before we leave?"
 - i. Offer help
 - c. Thank you for calling us
 - i. Appreciation
 - d. If you need us, we're just a phone call away
 - i. An invitation to return as a customer
 - e. BONUS: FOLLOW-UP
 - i. Find ways to follow up with customers
 - ii. Nothing builds an emotional bond like follow-up
 - 1. What
 - 2. How
 - 3. Why

VIII. What do we gain with good customer service?

- a. Positive interactions with the community
 - i. Trust
 - 1. Information
 - ii. Partnerships
 - iii. Decrease in complaints
 - iv. Loyalty from the community
- b. Increased morale
- c. Positive image for the agency