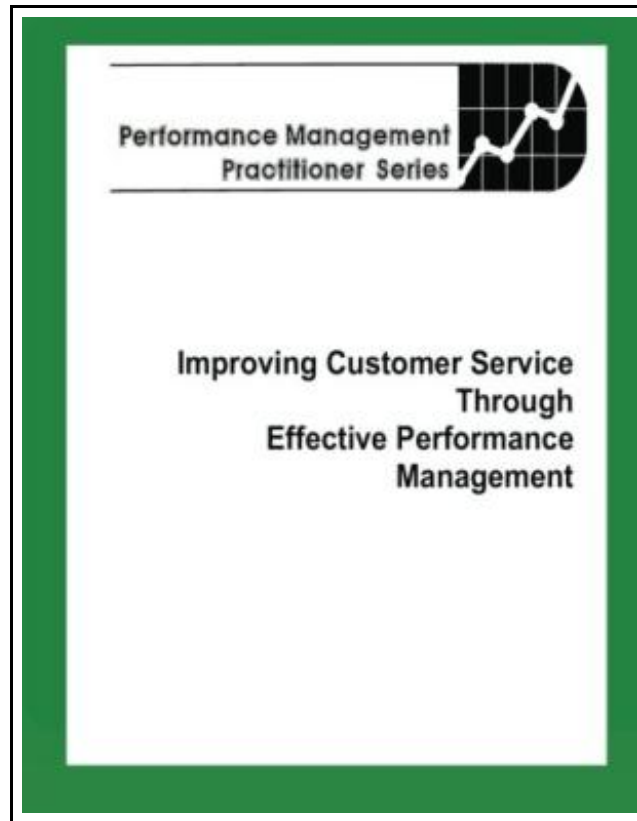# Improving Customer Service Through Effective Performance Management

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(Jamar Stracke)

IMPROVING CUSTOMER SERVICE THROUGH EFFECTIVE PERFORMANCE MANAGEMENT

CreateSpace Independent Publishing Platform. Paperback. Book Condition: New. This item is printed on demand. Paperback. 30 pages. Dimensions: 11.0in. x 8.5in. x 0.1in.This paper, Improving Customer Service Through Effective Performance Management, describes how agencies can use their employee performance management systems as tools to help them reach the customer services goals theyve set under Executive Order 12862 and the Results Act. Throughout the paper references to performance management and its component processes will apply at the individual or team level unless otherwise noted. The terms standard and goal are also used throughout this paper. On September 7, 1993, President Clinton set the Federal Government on the path to high-quality customer service by issues Executive Order 12862, Setting Customer Services Standards (see Appendix 1). Through this order, the President has set the goal for Federal agencies to deliver customer services that equals the best in the business. Agency response to the Presidents order is described in Putting Customers First: Standards for Serving the American People, a Report of the National Performance Review (NPR). This NPR report published in September 1994, presents more than 1, 500 customer service standards, representing goals and standards set by more than 100 Federal Agencies. On March 22, 1995, the President again focused attention on improving customer service when he issued a memorandum for heads of executive departments and agencies that addressed the second phase of reinventing government (see Appendix 2). In that memo, he advises agencies to integrate customer service measure with other performance initiatives and to align employee appraisal and recognition programs with a customer focus. A concern about the quality of service to its customers is not new in the Government. The statute that sets forth requirements for employee performance appraisal at section 4302(b) of title 5, United States Code, specifically mentions the extent...

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