

HEART

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Background

In 2014, the County of San Diego embarked on a customer services campaign. The Customer Experience Initiative (CEI) was developed by a core team of representatives from all County business groups to support the County's strategic initiative of Operational Excellence and specifically to set the goal for being the best in the nation for providing exceptional customer service.

To achieve a positive customer experience, we will use a positive approach. A positive approach means serving with HEART (Helpfulness, Expertise, Attentiveness, Respect, and Timeliness).

Since inception, departments have formed HEART teams and started to implement the concepts of a positive approach to achieve exceptional customer experiences for all internal and external customers.

Policy

Each employee in CWS is required to have the Customer Experience Survey link in their email signature block. Use the following link that applies to you.

Customer Experience Survey

- [Adoptions 1-minute Customer Experience Survey](#)
 - [CCWS 1-minute Customer Experience Survey](#)
 - [Central Region 1-minute Customer Experience Survey](#)
 - [East Region 1-minute Customer Experience Survey](#)
 - [North Central Region 1-minute Customer Experience Survey](#)
 - [North Coastal Region 1-minute Customer Experience Survey](#)
 - [North Inland Region 1-minute Customer Experience Survey](#)
 - [South Region 1-minute Customer Experience Survey](#)
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Roles and Responsibilities

HEART teams include a HEART Ambassador, Department of Human Services (DHRO) representative and junior ambassadors.

Role	Responsibility
HEART Ambassadors	<ul style="list-style-type: none">• Each department’s Appointing Authority selects an Ambassador to promote the Countywide customer service culture, to help support efforts in shaping the department’s customer experience, facilitate the use of trainings and recognition, collaborate with other Ambassadors and share exceptional customer service results with customers, team members and leadership.• Submit Customer Experience Survey data to DHRO representatives.
Junior Ambassadors	<ul style="list-style-type: none">• Each department may select other representatives as members of Team HEART to implement the positive approach within their Regions/Programs for the desired result of a positive customer experience.• Capture internal customer experience through various HEART campaigns.
DHRO Representative	<ul style="list-style-type: none">• The departmental DRHO representative works closely with the Ambassador to plan and support the department’s journey to a positive customer experience.• Reviews the department’s survey data to ensure we are meeting the goal and then submits to the Agency Executive Office.

Customer Experience Survey

The County requires each department to collect data on 6 standard questions pertaining to HEART and overall customer satisfaction. The survey rating is on a scale of 1-5, with 1 being strongly disagree and 5 being strongly agree. The expectation is for each department to maintain an average of 4 or higher. Quarterly data is collected and submitted to the Agency Executive Office.

Step	Who	Action
1	CWS Staff	<p>Add survey link to outlook signature block.</p> <p>John Smith, Protective Services Worker Child Welfare Services County of San Diego Health & Human Services Agency O: 858-555-1234</p>  <p>How are we doing? Click on the link to let us know: CCWS 1-minute Customer Experience Survey</p> <p>NOTE: The link is region/program specific. Use Calibri 11 as your font style and size in the signature block.</p>
2	Internal/external customers	Complete survey and submit.
3	HEART Ambassador	<p>Provide recognized staff an email with customer comments using the standardized HEART language: “Thank you for providing exceptional customer service.”</p> <p>Note: The Supervisor/Manager is cc’d in email.</p> <p>CWS adds the following standardized language: “You have been recognized by a customer for your Helpfulness, Expertise, Attentiveness, Respect and Timeliness (HEART)!”</p> <p>Attach the quoted customer comment to the email.</p> <p>Collect data from survey and provide quarterly averages to the DHRO representative.</p> <p>NOTE: If the quarterly average is less than 4, an action plan to improve customer experience will be created.</p>

4	DHRO Representative	Review data and ensure quarterly average is 4 or higher. Provide report to the Agency Executive Office.
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Resources

- Departmental HEART Ambassadors
 - Ambassador Journey Handbook
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Alignment with SET

This aligns with:

- [Value 1](#): Relationships with Children, Youth, and Families Are the Foundation
 - [Value 2](#): Collaborative Partnerships with Kinship and Resources Families
 - [Value 6](#): A Workplace Culture Characterized by Reflection, Appreciation, and Ongoing Learning
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