

DEPARTMENT OF REVENUE

City of Chicago

CUSTOMER SERVICE STRATEGIC PLANNING RETREAT

FEBRUARY 19 - 20, 1993

SUMMARY

**This retreat facilitated and made possible by
the Government Assistance Project of the Chicago Community Trust,
the Consulting and Training Services of the Department of Personnel,
and the Institute of Cultural Affairs.**

Facilities provided by the law firm of Mayer, Brown and Platt.

**DEPARTMENT OF REVENUE
SITUATIONAL ANALYSIS
February 19, 1993**

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Dedicated Personnel Good Management Team Entrepreneurial Leadership Improved Policies & Procedures Dedicated Staff Cultural Diversity High Tolerance for Change Development of Management Skills Human Resources Professional Improvement Captive Market Knowledgeable Employees Importance of our Revenue Collection Functions Approachable Senior Management Role/Opportunity in Formulating Policy Diverse Ethnicity of Staff Success in our Initiatives Indispensable Revenue-Generating Agency Management Team Desires Improvement, Enjoys Job, 50% are Capable Commitment to the Public Revenue Generators Have Enforcement Behind Them Increasing Staff/Management Skills Well Run Programs Innovative Adaptable Culture Staff Education to Train by the Public Investment in Technological Resources Innovative Open to Change Good Management Team Skills People Adaptability Openness Money Collecting Dept. Gets Budget Priorities Forward Looking Innovation</p>	<p>Poor Communication within Units/Division Resource Problems Lack of Training, Attention to Staff Dev. Very Poor Working Conditions Inadequate Staff Resources Poor Internal Communication Poor Communication with Line Staff Too Much Micro-Management Unclear or Changing Mngt. Objectives Physical Environment Lack of Resources Physical Environment: Offices Inadequate Space Excessive Reactivity Poor Morale and Lack of Trust No Opportunity for Merit Increases Poor Reward System Excessive Reorganization Poor Disseminate General Info, Policy Poor Management Employee Relationships Inconsistent Management Decisions Non-Implementation of Goals Lack of Good Computer System Lack of Integrated Informational Systems Time to Train Staff on New Procedures Lack of Resources: Pers., eqpmt, programs Poor Overall Physical Working Conditions Lack of Quality Trained Personnel Constant Changes in Policies leaves department/staff in reactive mode Rapid Change Lack of Communication at all Levels Lack of Upward Mobility Constant Upheaval in Staffing & Procedures Constant Change in Players Inconsistent Line of Authority Too Top heavy Constraints in Dealing with Underperforming Employees Lack of Positive Reinforcement Volume of Problems Inflexible Inappropriate Control by Top Management Lack of a Career Path Skills Level of Staff Inadequate Physical Layout Line Staff do not Get Rewarded Time Blurred Lines of Authority/Responsibilities Frequent Staff Changes</p>	<p>Improvement in Customer Service Numerous Unlicensed & Unregistered Taxpayers Good Job Performance Creates More Project Opportunities Quality of Staff Improve Image of Government Opportunity to be Prototype of Good Customer Service Improved Respectability Training - Upgrade Skills Improve Public Health & Safety Improve Service to the Public Change View of Public Employee New Ordinances Give Dept. Chance to Show Customer Service Proficiency thru Outreach New Opps. for Intergovernmental Cooperation Ability to Make City Better New Telecommunications System Increase Technological Proficiency Positive Effect of License Overhaul Public Education Workshop/Seminars Challenges from Within & Without Opportunity to Interact/Network with other Governmental Agencies Good Press Adding Quality Staff Interface to the General Public Key Role in City Government and Community Life Impact on City-Wide Financial Position Work with decision-makers from other departments Improve Quality of Customer Services Expand Revenue Collection Role We Can Achieve our Goals Room 107 Renovation DePaul Move</p>	<p>Politics and Politicians Job Security can Depend on How well You're Liked Pay Not Tied to performance Low Staff Morale Bad Publicity Dept. Perceived as "Bad" Political Backlash Budget Cuts Coordination with Other Departments Time Constraints to Implement Initiatives Bogged Down by Agencies outside of Control Volume Unreasonableness Limited Staff/Budgetary Resources Not Always Good Information We have to Answer for Other's Faults Budget Cuts Budgetary Constraints/Limitations Media Unequal Tax & License Enforcement Changing Leadership Implementing Misconceived Policies Patronage Too Visible Dependent upon Springfield Inability to Control the Future Responsibilities Unwanted Ordinance Changes by Alderman Poor Interdepartmental Communication Resource Constraints Lack of Budgetary Resources Job Security & Promotion Very Poor MIS Technological Dinosaur Negative Publicity Politics Cause Frequent Leadership Turnover</p>

**1997 CUSTOMER SERVICE VISION
FOR THE DEPARTMENT OF REVENUE
February 19, 1993**

I. PROACTIVE PUBLIC EDUCATION	II. STABLE RESPONSIVE STRUCTURE	III. ACCOUNTABLE RESPONSIBLE TRAINED STAFF	IV. UNIFORM PROFESSIONAL SERVICES	V. OPTIMUM INFORMATION RESOURCES
<p>Efficient Bureaucracy that Assists & Fosters Private Enterprise</p> <p>Revenue Informational Videos & Audios for Customers</p> <p>Education Before Enforcement</p> <p>Area Field Reps to Respond to all Revenue Issues</p> <p>Customize Physical Environment to Service Customers</p> <p>Ecologically Responsible Decision</p>	<p>Well Organized & Structured to Simultaneously Conduct Day to Day Business Effectively Respond to the Unanticipated</p> <p>Collect, Issue, Enforce all City Revenues</p> <p>Clear Concise Goals</p> <p>Communicated Effectively</p> <p>Checks and Balances</p> <p>Quality Control</p>	<p>Detailed Training to Create Professional & Informed Staff</p> <p>Empowered Line Staff</p> <p>Train, Empower Staff to Answer, Refer & Inform Uniformly</p> <p>Success & Recognition Cause Dept. Growth</p> <p>Empowering Mid-Level Management & Staff to Act</p> <p>Professionalism Inside & Out</p> <p>Promotions Based on Ability</p>	<p>Equitable Enforcement: Consistent, Fair & Provided by Competent Well-Trained Personnel</p> <p>Personal Attention, Consistent Response to Inquiry</p> <p>Uniform Taxpayer Treatment</p> <p>Uniform Application of Policies & Procedures</p> <p>Tolerable, Professional Intrusion on Customer's Lives</p> <p>Perceived Authority & Respectability</p>	<p>Fully Integrated Smart System</p> <p>Downsized & Smarter Use of Staff Through State-of-the-Art Technology</p> <p>Implementation of Electronic Collection Scanner for Tax & License</p> <p>Superior Information Clearinghouse Regarding all Debts Owed to the City</p> <p>Internal Technology (Less Dependent upon outside vendors)</p>

**UNDERLYING CONTRADICTIONS
BLOCKING THE CUSTOMER SERVICE VISION
DEPARTMENT OF REVENUE
February 20, 1993**

TOO FREQUENT CHANGE OF PERSONNEL	UNCOORDINATED & UNSPECIFIED COMMON VISION	EXTERNAL IMPEDIMENTS TO RESOURCE ACQUISITION	INFLEXIBLE PERSONNEL SYSTEM	IVORY TOWER ATTITUDES & DECISION MAKING	UNSUPPORTED STRATEGIC MARKETING & CUSTOMER SERVICE	EXTERNAL POLITICAL INTERFERENCE	NO FORMAL INFORMATION SYSTEM PLANNING
<p>Inconsistency w/ Goals & Objectives</p> <p>Daily Shifting Priorities</p> <p>Constant Reorganization & Turnover</p> <p>Short Term Focus</p> <p>Unwritten Policies & Procedures</p> <p>Collection Limited Focus</p> <p>Management Direction Instability</p> <p>Revolving Management</p> <p>Narrow Time Finalizing & Implementation</p>	<p>No Specific Direction</p> <p>No Internal Cooperation & Coordination</p> <p>Conflicting Attitudes Toward Change</p> <p>No Qualified Procedures Training Team</p> <p>Ineffective Management Meetings</p> <p>Ineffective Goal Communication</p> <p>Unspecified Common Mission</p> <p>Lack of Inter/Intra Department Coordination</p>	<p>Insufficient & Inflexible Use of Resources</p> <p>Other Departments Goals Conflict</p> <p>No Autonomy to Meet "IS" Needs</p> <p>Budget Impedes Entrepreneurial Spirit</p> <p>Limited Control of Information Resources</p> <p>Cumbersome & Time Consuming Contracting Procedures</p> <p>Budgetary Constraints</p>	<p>Too Few & Untrained Secretarial Staff</p> <p>Personnel Hiring Practices & Union Policies</p> <p>Lack of Line Staff w/ Depth Knowledge & Competence</p> <p>No Systematic Process for Staff Coverage</p> <p>Insufficient Training (Staff/Mngmt)</p> <p>Recruitment System Prevents Acquiring Qualified Staff</p> <p>No Employee Reward System</p>	<p>Limited Relationship Bet/ Policy Development & Implementation</p> <p>Undeveloped Leadership</p> <p>Insufficient Development of Policies to Provide Flexible Uniformity in Dealing with Public</p> <p>Too Many Decision Makers</p> <p>Different Leadership Styles</p> <p>Hierarchical Attitudes Limit Initiative</p>	<p>Sparse Dedicated Marketing Resources</p> <p>No Customer Service Division to Handle All Customer Inquiries</p> <p>Additional Skilled PR Staff Needed</p> <p>Lack of Concern of Public for Education</p>	<p>Politics Impacting Priorities & Decisions</p> <p>Lack of Support for Procedures Internally & Externally</p> <p>Complex Confusing Legal Issues</p> <p>Political Infrastructure</p>	<p>Lack of Communicated Overall IS Plan</p> <p>Insufficient Understanding of Benefits of Optimal Technology</p> <p>No Internal IS Strategic Group</p>

**STRATEGIC DIRECTIONS
DEPARTMENT OF REVENUE**

<p><u>1. ENSURE ACCOUNTABILITY OF DIRECTOR</u></p> <ul style="list-style-type: none"> + Long Range Goal Planning + More Professional Leadership + Develop Contractual Agreement w/ Director & City 	<p><u>2. ACQUIRE PERSONNEL AUTONOMY</u></p> <ul style="list-style-type: none"> + Secure Recruiting Autonomy From Personnel + Add Secretarial Positions 	<p><u>3. PROMOTE TEAM DECISION MAKING</u></p> <ul style="list-style-type: none"> + Facilitate Inter-Divisional Visioning & Problem-Solving + Problem Solving Teams w/ Authority + Involve Staff in Decision Making + Director Meets Regularly w/ Each Level of Authority + Team Initiates Implementn. + Orgn. Struct. Working Grp. 	<p><u>4. MOTIVATE EMPLOYEES</u></p> <ul style="list-style-type: none"> + Multi-Faceted Training Unit + Establish a Flexible Incentive System + Implement Cross Training Program to Facilitate DOR Career Development 	<p><u>5. EMPOWER MIDDLE MANAGEMENT</u></p> <ul style="list-style-type: none"> + Enforce Lines of Authority + Top Management Support Middle Management + Stop Micro Managing + Promote Mid-Management Accountability 	<p align="center">I.</p> <p align="center">DEVELOPING CREATIVE & ACCOUNT-ABLE STAFF AT ALL LEVELS</p>
		<p><u>6. IMPROVE DOCUMENTATION & PROCEDURES</u></p> <ul style="list-style-type: none"> + Quantify Our Goals & Accomplishments; Disseminate Numbers in Graphic Format + Catchy Graphic Representation of Goals & Accomplishments + Document Policies & procedures + Establish & Maintain Procedures + Determine Plan & Follow it 	<p><u>7. RECLAIM CONTROL OF INFORMATION SERVICES</u></p> <ul style="list-style-type: none"> + Private Sector Volunteer to Consult on I.S. + Educate Top City Officials on New Technology + Create an Internal IS Strategic Group + Develop Informal Interdepartmental IS Group + Create Specs for a Smart-Link Information System 	<p><u>8. AGGRESSIVELY PROMOTE PUBLIC EDUCATION</u></p> <ul style="list-style-type: none"> + Develop Specific CS Projects w/ Depts. + Prepare Written Educational Materials for every Function + Promptly Disseminate Legal Policy Changes to Customers + Develop CS/PE Unit for all Inquiries & Proactive Education + Initiate PSA's: TV & Radio + Expand CS Available at all Neighborhood Centers 	<p align="center">II.</p> <p align="center">ENHANCING QUALITY OF CUSTOMER SERVICE AND PUBLIC EDUCATION</p>
			<p><u>9. BUILD RELATIONSHIPS TO LEVERAGE RESOURCES</u></p> <ul style="list-style-type: none"> + Combine Contracting w/ Other Depts. w/ Similar Needs + Band Together w/ other Depts. to Identify & Present Common Needs to Budget & Mayor's Office + Creatively Steal Ideas & Solutions to Problems from Companies & other Cities 	<p><u>10. IMPROVE INTERGOVERNMENTAL COMMUNICATIONS</u></p> <ul style="list-style-type: none"> + Establish Lobbying Function + Perform Cost-Benefit Analysis & Present/Sell to Mayor's Office + Take Budget Analyst to Dinner + Internal Strategic Group Figure out how "Stash" funds + Create & Present Wish List + Testify at Appr. Hearings + Hold Orientn. w/Council Members + Educ. Politics: Rev. Issues 	<p align="center">III.</p> <p align="center">ADVOCAT'G FOR CRITICAL RESOURCES</p>

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