



## Building Employee Engagement

- Use employee focus groups to get their insights on what promises you should make
- Prioritize the promises
- Consult the Union Executive and explain why it will be good for employees



## Building Customer Engagement

- If you have a customer panel, run the Charter by them. Ask if it covers everything they think is important
- Do your customers prefer to be referred to Passengers/Customers/Riders/Guests?
- Is the language appropriate – is it clear, or too formal/relaxed?



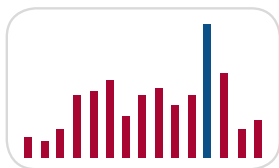
## Training

- The most important message to employees: If you are ever unclear about how to apply “your company’s rules”, and you make a decision in favour of the customer, “your company” will back you 100%.
- Train people leaders first then front-line staff, and don’t forget about the office team
- Make it mandatory and clearly communicate why the Passenger Charter is a good idea
- Customize training based on the audience



## Overcoming Resistance

- Know your audience and the benefits
- Have your responses ready:
  - “I’m just a driver, I’m not supposed to do customer service”
  - “I might not make the right decision – I don’t want to get into trouble”.
  - “I thought safety was the first priority, not customer service – you can’t have two first priorities”
  - “From City Council: What will this cost?”



## Developing Key Performance Indicators (KPI’s)

- Do you have service KPI’s now, and can they be used to measure progress in the Charter?
- Make them S.M.A.R.T. – specific, measurable, attainable, realistic and timely
- What are your targets – look back to your past performance and consider the organization’s future service plans
- Share your performance internally and to the public
- Review and revise KPI’s when appropriate



## Launch with a BANG and keep the momentum going!

- Find champions at the highest level of your organization
- Launch the Passenger Charter with cake and celebrate annually
- Circulate stories where customers commended your staff for observing the Passenger Charter
- Keep the promises and KPI’s updated and posted for all to see in boardrooms, lunch rooms, on your vehicles and on your website
- Get the word out to the local news teams – this is great press for your system
- It’s a monumental day – enjoy it!