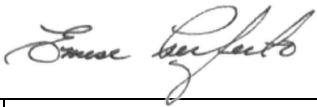


Policy Name: Customer Service Policy	Number: 404.100.01.004
Division: Executive	Effective Date: 8/1/2025
Responsible Section: Administration	
Approved by: Executive Team	Approval Date: 7/1/2025

PURPOSE: This policy sets expectations and provides guidance consistent with the mission, vision, and values for the Oregon Public Defense Commission (OPDC). These standards and expectations advance the [Oregon Public Defense Commission Strategic Plan](#), are supportive of the values of [Oregon state government](#) and the [Governor's Expectations](#) for agency operations. We recognize that it is our responsibility and honor to ensure those we serve receive a timely and uncomplicated customer service experience. The agency aims to promote customer satisfaction, build trust, and uphold OPDC's commitment to public service by:

- Ensuring accessible, equitable, and culturally responsive service for Oregonians and agency partners
- Continuously measuring customer service feedback, and applying meaningful solutions, process enhancements, and timely responses
- Improving customer accessibility through updated methods, procedures and efficient communication among staff and stakeholders
- Prioritizing customer service responses by responding to external customer inquiries within established time frames

AUTHORITY: [DAS COO, Enterprise Customer Service Standards Policy 107-001-040](#)

APPLICABILITY: This policy applies to all OPDC employees.

AGENCY CORE CUSTOMERS: The mission of OPDC is to continually enhance the statewide public defense system to deliver highly skilled, independent, timely, and client-focused representation to eligible persons. For the purpose of this policy, OPDC's core customers are persons eligible for public defense, attorneys, case support personnel, and primary partners although every individual or entity that interacts with OPDC is considered a customer.

DEFINITIONS FOR PURPOSES OF THIS POLICY:

Case Support Personnel: Paralegals, investigators, social workers, case managers, interpreters, administrative personnel, psychologists, and other providers funded through contract and/or obtained through a pre-authorized expense.

Contact Center: A system that coordinates telephone and electronic contacts between the agency and the public.

Customer: Any individual internal or external to state government who interacts with a state agency.

Customer Facing: State occupied location open to the public.

Customer Service: Timely, accessible, equitable, and responsive support-based interactions between agencies and customers.

Key Performance Measures (KPM): Performance measures designed to improve the efficiency and effectiveness of state programs and services.

Phishing: A social engineering attack using email or a messaging service to send messages intended to trick individuals into taking an action such as clicking on a link, opening an attachment, or providing information.

Primary Partners: Community groups and state agencies that commonly provide wraparound services that are used to support clients, to include community organization, nonprofits, and advocacy groups with a proven track record in supporting marginalized populations.

Professional Workplace: A work environment where employees are expected to conduct themselves with a high level of respect and integrity, demonstrating appropriate behavior communication and appearance, while producing quality work for both internal and external customers.

Spam: The abuse of electronic messaging systems to indiscriminately send unsolicited bulk messages.

POLICY: This policy establishes the customer service standards for the Oregon Public Defense Commission (OPDC) to ensure quality service in all daily operations by planning for and delivering accessible, timely, equitable, and responsive interactions.

SECTION 1: CONTACTING OPDC

- 1.1 Hours of Operation:** The agency's operating hours are 8:00 AM to 5:00 PM, Monday through Friday. OPDC's set operating hours are based on available resources, customer needs, and program performance measures. Operating hours are prominently displayed for customers. Programs will post scheduled closures that differ from the agency's posted hours of operation through

agency websites, social media accounts, phone system recordings, and media advisories as appropriate.

- 1.2 Unplanned Closures:** OPDC ensures the agency's essential functions continue during emergencies. For unplanned closures, OPDC follows their 404.600.04.009 Temporary Interruption of Employment policy.
- 1.3 Agency Contact Information:** OPDC ensures that contact information is easy to find on agency websites. This includes customer service phone numbers, mailing addresses, walk-in service locations, operating hours, and instructions on how to schedule agency services.
- 1.4 Maintaining Updates:** OPDC Business Services ensures contact information on websites stays accurate through these processes:
- Quarterly review. Reviewing agency websites each quarter to verify the accuracy of contact information and to test contact methods to ensure functionality.
 - Notification requirements. Requiring divisions to notify the Communications Team of changes to their contact information.
 - Customer notification. Allowing website users to flag outdated or incorrect information using the "Need help?" link on agency websites or through other feedback tools.
 - Version control. Tracking website review findings and updates to maintain version control and support accountability.

SECTION 2: PROFESSIONAL WORKPLACE COMMUNICATION AND RESPONSIVENESS

OPDC is committed to a professional workplace where all communications and encounters are respectful, clear, and courteous, while reflecting the mission and values of OPDC and Oregon state government.

Professional workplace communications refer to the exchange of information, ideas, and messages in a manner that is appropriate, respectful, and effective within a professional setting. Employees are expected to:

- 2.1 Communicate Promptly:** Employees shall, at a minimum, acknowledge receipt of a voicemail, text message, and email (including web messages, if applicable) within one business day of receipt. Employees unable to reply within this timeframe shall update their voicemail greeting and external email autoreply with details about when the employee will return and an alternate contact name, phone, and email of who can provide responsive assistance while the employee is not available. OPDC cannot guarantee an acknowledgement when messages are sent to the incorrect location or inbox.
- 2.2 Responding to Mail:** Mail procedures are routinely reviewed to ensure all paper mail is opened, routed, and reviewed by the correct division or individual within five business days of receipt. OPDC staff will notify the

correct division staff or individual within one business day when the US mail is received that needs a prioritized follow-up.

2.3 Communicate Clearly: OPDC uses plain language and multiple communication channels to support customer understanding and access to information.

2.4 Personalizing Customer Experience: Employees will make the best effort to personalize the customer experience, to include:

- Addressing customers by their preferred name
- Actively listening to questions and concerns raised regarding agency interactions
- Prior to returning a call do prep work to provide more immediate resolution
- When transferring a customer to another person, provide the contact information prior to transfer, and, when feasible, making contact and introducing the customer to the other resource (warm handoff)

2.5 Provide Accessible Support: OPDC will offer accessible customer service and offer key materials, forms, and online resources in multiple languages. Interpretation services will be available for in-person, phone, and video interactions.

2.6 Use Out-of-Office Notifications: When an employee plans to be out of the office or otherwise unable to respond within one business day the employee should update their voicemail greeting and email autoreply to state (1) that they are unavailable, (2) when they will be available, and (3) the name and contact information a person who can assist in the meantime.

2.7 Exceptions

- Responsiveness requirements outlined in this section do not apply to phishing and spam interactions, or unsolicited sales messages;
- Attorneys engaged in the representation of clients are not subject to the requirements of this policy when following the policy would constitute a violation of the Oregon Rules of Professional Conduct;
- Employees who are not the primary intended recipient of an email message (e.g., they are merely “copied” on an email message) are not required to acknowledge receipt as outlined in this section unless the primary intended recipient is absent;
- Employees receiving communication(s) from the media shall immediately forward the communications to the agency’s Communications Team so that the Communications Team and Executive Team can respond as outlined in this policy.

SECTION 3: INCLUSIVE CUSTOMER ACCESS

3.1 OPDC provides inclusive access by complying with:

- The Americans with Disabilities Act; [The Americans with Disabilities Act | ADA.gov](#)
- Enterprise Information Services [E-Governance Guidance](#); and
- OPDC policy and procedures on the use of language interpretation for individual communication

3.2 When feasible, OPDC will release official publications in Oregon's five most commonly spoken languages, other than English.

SECTION 4: TRAINING AND DEVELOPMENT

OPDC is committed to training employees on customer service expectations.

New Hire Training. Within 60 days of hire, all new employees must take the DAS-CHRO customer service fundamentals training ([DAS – CHRO – Customer Service Fundamentals - Workday](#))

SECTION 5: PERFORMANCE EXPECTATIONS AND IMPROVEMENT PROCESS

Divisions establish customer service measures and goals, informed by customer feedback. OPDC implements continuous performance tracking, employee training, and process improvements to meet or exceed quality service and responsiveness goals.

5.1 Shared Accountability: All employees play a role in improving performance. Divisions communicate success measures and service goals with staff to promote transparency and understanding of agency priorities. They set annual operational and strategic priorities to ensure services meet customer needs, use available technology, and support OPDC's equity goals.

5.2 Improvement Process: Divisions regularly review customer service performance, discuss insights with staff, and address recurring issues through root-cause analysis. Divisions adjust measures or goals, as needed, to reflect changes in customer expectations, federal or state law, technology, workload, or resource availability. Performance goals also consider customer accessibility, cultural responsiveness, and labor market trends. OPDC will include customer and employee feedback into continuous improvement efforts and use feedback avenues that align with the agency's data equity framework.

5.3 Employee Quarterly Check-ins: All agency employees are expected to provide quality customer service consistent with this policy. Quarterly check-ins will include an assessment of each employee's performance in

this regard.

- 5.4 Customer Service Complaints:** Agency managers will monitor staff adherence to this policy and will follow up on any complaints received from customers concerning professional workplace communication, inclusivity, and responsiveness. Collectively, the agency Executive Team will utilize the key performance measures (KPMs) to ensure customer service goals are being met at an agency level.

SECTION 6: CUSTOMER SERVICE STRATEGY

OPDC develops and maintains a customer service strategy that advances [Oregon Public Defense Commission Strategic Plan](#) in consultation with the agency Director, Deputy Director, and the Executive Team. The strategy includes:

- 6.1 Data for Improvement:** Data analytics and reporting capabilities to support data-informed decisions, identification of root causes of customer calls and emails and plans to address issues, and the identification and measurement of equity strategies within service delivery goals.
- 6.2 Defining Access and Tools:** Identification of customer communication channels, accessible tools, and self-service options. Plan to maximize the use of contact-center technology to improve service (contact- handling features, workforce planning, and data analytics and reporting).
- 6.3 Planning Resources:** Service-level goals based on customer feedback (received through means such as surveys), processes to ensure that services delivery is keeping pace with customer expectations and available technology, and a plan for responding to unplanned high-volume events.

SECTION 7: COLLABORATIVE WORK ENVIRONMENT:

OPDC is committed to fostering a positive and collaborative work environment where employees receive the same level of respect and support as the public we serve.

- Resolution. To promote effective communication and teamwork, employees are encouraged to resolve issues directly with their co-workers in a respectful and constructive manner whenever possible. Open and honest communication can often resolve misunderstandings or service-related issues quickly and effectively at the lowest level. Employees desiring guidance on how to approach such conversations should seek the advice of their supervisor or Employee Services.
- Escalation. If direct resolution is not possible or does not lead to a satisfactory outcome, employees may escalate their concerns to a manager (specified in the division procedures). If the matter remains unresolved, employees may direct their concerns to the Deputy Director who will assist employees by:

- Addressing concerns about inadequate customer service received from colleagues or teams
- Mediating or facilitating discussions to resolve internal service-related issues
- Providing guidance on how to handle internal customer service challenges constructively
- Answering questions or providing clarification regarding this customer service policy

Harassment Free Workplace Statement:

OPDC recognizes and supports the right of every employee to be treated with dignity and respect. OPDC is committed to creating an environment that reflects the mission, vision, and values of the agency. This includes the work done to ensure that the agency fosters a discrimination- and harassment-free work environment. To ensure that each employee and customer is treated in a manner consistent with this policy, OPDC has zero tolerance toward any behavior that supports, endorses, or condones discrimination, harassment, or threatening behavior by any individual. If a customer has engaged in discrimination, harassment, abusive or threatening behavior, or otherwise inappropriate behavior, an Executive Team member and/or division manager may give an employee permission on a case-by-case bases to not respond to customers as outlined in this policy.

Point of Contact:

OPDC is committed to providing exceptional customer service. Please utilize the following contact methods for inquiries related to this policy or to file a complaint concerning customer service:

- If your request is not addressed to your satisfaction at a lower level, you may escalate by submitting a complaint at [Oregon Public Defense Commission : Complaint Submission Form](#)
- For matters related to this policy, please contact:
Emese Perfecto, Deputy Director
info@opdc.state.or.us
503.378.3349

The customer service policy can be accessed at:
[Oregon Public Defense Commission: Policies & Procedures](#)

Approved by: Executive Team
Prepared by: Policy Team
Reviewed by: OPDC Managers
Publish: Internally and Externally