

CHAPTER C-3

CONTACT WITH CUSTOMERS

1. Background and Purpose. First line supervisors and middle managers are to a large extent insulated from our customers. This lack of direct contact with the user can result in insensitivity to user needs and problems. This also can result in a lack of a feeling of responsibility for the successful execution of the project or for satisfying the customer.
2. Applicability. This policy applies to all section and branch chiefs within Engineering Division.
3. Procedures. To assure that an appropriate level of management is involved in the design of projects; improve management contacts with the customer; let the customer know that management is directly involved with the project; and to foster a feeling of commitment, priority and ownership, the following procedure will be instituted:
 - a. For critical (highly visible or high priority) projects, projects that predominantly involve only one discipline, and for technically complex projects, the section chief(s) for the discipline(s) having the greatest or most critical involvement in the work will attend the pre-design conference and other criteria establishing meetings. Section Chiefs are to actively participate in discussions of the user's needs, critique criteria provided by the user, and otherwise become involved in the district's commitment to the user.
 - b. In conjunction with the Project Manager and the Project Engineers, the Section Chief will continue to remain involved throughout the design process to assure commitments to the customer are met.