

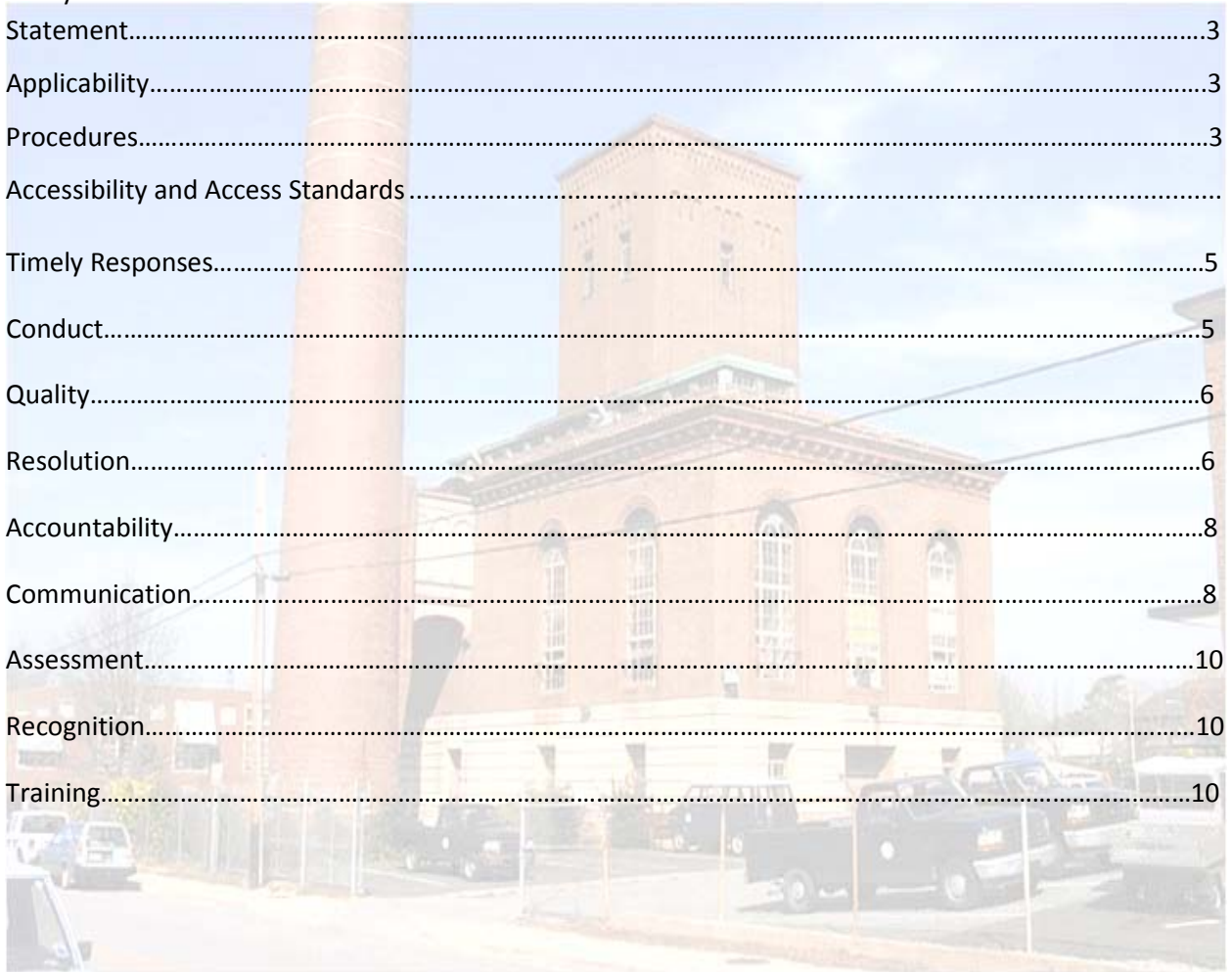
UNC at Greensboro

# Facilities Operations Remarkable Customer Service Program Implementation Plan



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DATE: August 10, 2009

OBJECTIVE: To establish a procedure to carry out the uniform Facilities Operations customer service program.

POLICY STATEMENT: To deliver quality products and services in a professional, timely, and cost effective manner, which meet our customers' expectations.

REFERENCE: Remarkable Customer Service Improvement Plan

APPLICABILITY: Customer Service Work Groups, Facilities Operations employees

PROCEDURES:

1. The Customer Service Work Group Manager will coordinate the formation of a Customer Advisory Group (CAG) as directed by the Director of Facilities, which will consist of key campus building contact members who will provide recommendations, offer new ideas, strengthen customer relations and enhance customer service program.
2. The Customer Service Work Group Manager will bring all proposed recommendations developed by the Advisory Group to Facilities Operations Department Managers.
3. Revisions should be reviewed by the Division Manager, Assistant Director (s) and Director of Facilities Operations. Once approved, the implemented changes should be published to the Customer Advisory Group (CAG)

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Steve Siler

Acting Director of Facilities Operations

Sink Building

**THE UNIVERSITY OF  
NORTH CAROLINA AT  
GREENSBORO  
FACILITIES OPERATIONS  
CUSTOMER SERVICE  
PROGRAM  
IMPLEMENTATION PLAN**



## **I. Accessibility and Access Standards**

To facilitate accessibility to services, employees shall notify customers of their absence as follows:

- A. Updating their phone message reply indicating the duration of the absence, for three days or more and whom to contact for immediate assistance.
- B. Activating Lotus notes email “Rules” indicating the duration of the absence, for three days or more and whom to contact for immediate assistance. The supervisor should inform the department’s reception desk communication tool reflecting the duration of the absence, and if an extended period, who to contact. None of the above replaces our responsibility to notify your supervisor when you are going to be out of work for any reason.

## **II. Timely Responses**

To provide timely responses, the following standards shall be followed:

- A. A phone call, e-mail message, correspondence requesting a reply, or Internet inquiry shall receive an acknowledgement within 24 to 48 hours unless notifications for extended absences apply.
- B. When possible, an anticipated date for response shall be included in the acknowledgement.
- C. Periodic updates shall be given to the customer every two weeks or project status change if the resolution is expected to extend greater than 30 days.

## **III. Conduct**

The way that services are delivered by employees and volunteers to customers will often be remembered above the service or product. To assure success of our program, employees and volunteers are expected to interact with customers in a positive, open and cooperative way. To facilitate this type of interaction the following behavioral standards are expected:

1. With each contact the member will provide his or her name to the customer.
2. Show a willingness to assist customers.
3. Treat customers with humility and in a courteous, respectful, and professional manner.
4. Adhere to legal requirements with the utmost integrity, and treat individuals with fairness and respect.
5. Explain information decisions from the management in a clear manner that is well founded and relevant.
6. Use active listening, such as eye contact and probing questions, to understand customers’ needs or expectations.
7. Listen objectively, concentrate on facts, and respond to customers’ needs.
8. Provide accurate information and timely assistance.
9. Use available resources to get the answers to questions that are unfamiliar.
10. Prioritize customers’ needs and requests and let them know an expected response time.
11. Have a positive attitude and tone of speech when interacting with a customer.
12. Address customers’ requests with an attitude that it is the individual’s job and responsibility to find, or assist in getting, an answer.
13. Always convey a favorable public image for the Facilities Operations Department to all customers.

#### IV. Quality

The quality of the products and services we provide is important to our customers. They need to meet the customer's expectations through standards and specifications developed by individual departments. Products and services are many times difficult to differentiate as they take many different forms from actual physical products such as reports, work order completion, and key distribution to non-physical services that include project work estimates, a building inspection or service referral. Regardless of whether the product is tangible or not, certain quality standards need to be maintained. A quality product or service must be:

1. Accurate
2. Complete
3. Timely
4. Relevant
5. Comprehensible
6. Performance tested
7. Longevity proven
8. Safety oriented
9. Effective
10. In accordance with established content, standards and form

#### V. Resolution

Facilities Operations staff shall be proactive in seeking resolutions to customer requests and concerns that meet customers' needs. "We can't" should ***never*** be the first reply to a customer's request. Staffs are expected to take the time to work with customers, be creative in generating options, and always offer something the department ***can*** do to resolve their request. Sometimes that simply means an individual may assist with contacting the appropriate department in the university community or another department with jurisdictional authority. We are here to serve our university customers; which includes each of us.

Our products and services are provided to many different types of customers. Typically, requests arise from customers who want to resolve a problem or issue that they have. However, we also provide mandatory services that customers may not request.

Customers should be able to expect a high quality product, regardless of the circumstances. Our services should be delivered in a timely, fair, and complete manner. Department representatives shall provide customers with periodic updates when an extended time is necessary, and track complaints to ensure all customers' concerns and requests receive a timely response.

Occasionally there may be times due to policies, ordinance, regulations and other variables, when we cannot accommodate a customer's request. When such circumstances occur, employees shall provide the customers with the reason we cannot accommodate them. Customers may not be pleased with the results, but they can agree the service they received followed our standards. If customers are not satisfied with the resolution, they may follow the Customer Complaint Process. Complaints shall be directed to the appropriate Facilities Operations department head or supervisor. Excluded are those functions that are outside the jurisdiction of Facilities Operation.

## A. Customer Complaint Process and Record Keeping.

When an unresolved complaint (either verbal or written) is received regarding the actions or decisions of an employee, it shall be directed to the appropriate supervisor. There should be close coordination between our customer relations area and the supervisor responsible for the area where the complaint was received. The supervisor shall attempt to resolve the matter in consultation with the employee and the complainant. If the issue cannot be resolved, the supervisor shall refer the complaint to the division's appropriate Assistant Director of (Facilities Services, Grounds, Operations, Customer Service, or Recycling) for resolution. If the issue still cannot be resolved, the Assistant Director shall review the matter with the Director for Facilities Operations, who will perform the final review and action. When a complaint is made against a decision of a committee the complainant shall be directed to the Associate Vice Chancellor of Business Affairs, or their designee, who will attempt to resolve the matter in consultation with the chair of the appropriate body and the complainant. Every attempt will be made to resolve the complaint as quickly as possible. At times it may require an extended period of time to resolve. Customer Relations will be responsible for tracking and monitoring that all complaints are properly addressed by the supervisor. In such case, a periodic report to the complainant shall be made to keep them informed of the progress. A file will be established and maintained by each department head for all complaints received. A copy will also be maintained by the Customer Relations office. This copy will be forwarded to Customer Relations office by the appropriate department head. The file should contain a copy of the complaint or written description of the problem, notes summarizing any meetings held to attempt to informally resolve the complaint, documentation arising from each stage of the process and, when resolved, the final outcome. A department representative will review the file periodically to assure that the complaint has been addressed. If not, the representative will follow up as necessary. When the complaint is resolved the file will be closed.

Expeditious resolution of any complaint is essential. This process will include at the minimum the following.

1. Customer Recovery Plan – We are only as strong as our weakest links, and how we deal with our failures and shortcomings demonstrates to the university who we are and what we stand for. Service recovery is a key intervention and point of great leverage to bring a customer devoted strategy to life on the front lines of our department.
  - a. The apology- I apologize for not meeting your needs
  - b. Make it right – Probe and explore with the customer what “making it right” means for them.
2. Lessons Learn after each major compliant and resolution should be documented by appropriate department head. (Assistant Director)

## VI. Accountability

To assure compliance with our program, managers are expected to include a Customer Service Standards evaluation in their Annual Employee Personal Evaluations. This will be used to give employees feedback on how well they are meeting the department's customer service standards. It will be included on the standard employee evaluation form.

Accountability for complaints against Facilities Operations globally, not directly associated with an employee's performance will be focused on by the Director of Facilities and the Assistant Directors. Complaints received about dislike of a particular process, procedure or statutory regulation or other issues that are out of the control of an employee will be evaluated by the area Assistant Director, and Director of Facilities

## VII. Communication

Good communication is key in providing quality customer service. To foster positive communications we shall provide effective and open communication in the following ways:

### A. External customers

1. Internet web pages containing department directories, applications, general information and related links.
2. Internet web pages containing "contact us" information for email communication.
3. Development of customer informational brochures.
4. Periodic updates and newsletters to other organizations.
5. Periodic reports and correspondence in compliance with statutory and regulatory requirements.
6. Conduct progress meetings, recorded, and provide meeting minutes for distribution.
7. Conference calling/ teleconferencing as necessary to share and disseminate critical verbal status reports/ communications
8. Training to disseminate information of critical information

### B. Internal customers

1. University and department level Intranet web pages.
2. Departmental news distribution via newsletters, emails, all departmental meetings, etc.
3. Holding regular staff meetings.
4. Progress meetings as necessary to share and disseminate critical information, including developing strategic plans, brainstorming, training, etc.
5. Training, as required, to disseminate changes in procedures, policies, processes, etc.
6. Employees shall notify/ inform their supervisors of the status of request(s)

### C. Internet

Many customers prefer to have access to the Facilities through the Internet. When possible, departments will use this vehicle to:

1. Respond by email to customers' email inquiries as they have chosen this communication tool.
2. Provide access to as much information as possible.

3. Allow the ability to send an e-mail message or provide a contact number for questions or additional information.

#### D. Written Correspondence

When responding in writing it is important to communicate effectively and address the customer's request. Responses should:

1. Be grammatically correct; employees and volunteers shall use spell check and proofread final documents. A preliminary draft should be approved by the appropriate supervisor for written correspondence to intradepartmental customers. For correspondence intended for external customers outside of the University should be reviewed and approved by the Associate Vice Chancellor for Facilities. Correspondence to outside state agencies should be reviewed and approved to ensure documents are representative of the University and do not violate/ compromise University protocol.
2. Use a respectful tone and, when appropriate, thank the individual in writing.
3. Use the appropriate formal salutation for the addressee.
4. Use plain language in communications - no jargon or acronyms unless previously defined.
5. Consider the audience and communicate appropriately.
6. Include the phone number, and email address of the appropriate person to contact.
7. Address the specific issue raised.
8. Meet adopted response timelines.
9. Include future follow up, if appropriate, to keep the customer informed until the issue is resolved. When issues cannot be resolved, correspondence shall provide an explanation detailing the justification/ parameters for unresolved issues.
10. Employees shall notify/ inform their supervisors of the status of request(s)

#### E. Phone Correspondence

1. With each contact, the member will provide his or her name to the customer.
2. When transferring/ forwarding calls, inform the requestor of such actions prior to completing the transfer. Inquiries should be directed to the appropriate point of contact.
3. Use the University Directory to find the requested information or a contact name/phone number the customer may call.
4. Leave clear and concise messages that include the member's telephone number, and when the member can be reached.

### **VIII. Assessment –**

It is important to receive feedback from customers' perception regarding the level and quality of the services that are provided by employees and volunteers. Customer Relations will establish and implemented, through Institutional Research, a customer assessment program for Facilities Operations that includes all areas of service. This assessment will be done annually for general routine services. Customer Relations will also conduct a survey of 5-10 % of all work orders generated monthly. Area departments will conduct surveys on specific projects they believe would benefit from feedback. Surveys will be performed annually, at a minimum and include at least:

1. Feedback from customers, both internal and external, to determine service satisfaction levels.
2. Data collected, an analysis, and an action plan based on the findings.
3. Publicized results.
4. Re-measurement of customer satisfaction levels to determine improvement.
5. Area department survey results are required to be forwarded to the Customer Relations office for use in assessment.

### **IX. Recognition**

One key to any customer service program is the recognition of employees and volunteers who meet and exceed our standards. It reinforces the program and its goals. The Facilities Operations Department will develop a yearly reward and recognition program that:

1. Provides incentives at departmental levels.
2. Identifies the frequency and types of awards or incentives to provide.

### **X. Training**

Ongoing training is necessary to establish the customer service program expectations and update employees and volunteers on changes. Training can be provided in a number of venues. At a minimum, education will be provided:

- A. At New Employee Orientation.
- B. By individual departments focusing on specific needs.
- C. Through departments encouraging their employees and volunteers to participate in customer service seminars and workshops made available through the private sector.
- D. Through development classes held by Facilities Operations at least annually, which will contain at least the following elements:
  1. Review of Facilities Operations policies pertaining to customer service.
  2. Effective Communications:
    - a. Listening
    - b. Empathy
    - c. Body Language
    - d. Taking Responsibility
    - e. Staying Objective
    - f. Why customer service is important

- g.* Conflict resolution
- h.* Who is a Customer?

3. Customer expectations

- a.* Clarifying them
- b.* Managing them-
  - (1) Tell people what we can provide and do for them (share when discussing the process steps)
  - (2) Tell people they are getting it (remind them in each contact what is being done to help them)
  - (3) Tell people they received it (document negotiations and agreements with letters and follow-up phone calls)

4. Email Etiquette

- a.* Header or subject lines
- b.* Length of text
- c.* Use of professional language
- d.* Organizing your thoughts
- e.* Order and content of paragraphs
- f.* Greetings and salutations
- g.* Using spell check
- h.* Use of humor
- i.* Frequency of checking messages
- j.* Appropriate use of signatures

5. Phone Etiquette

- a.* The outgoing message on voicemail
- b.* Leaving a message for others
- c.* How to speak to customers over the phone vs. in person
- d.* Pleasant tone and audible inflections in one's voice when on the phone. Employees should remain calm throughout a call at all times, even when a customer exhibits frustrations, anger or rude behavior.

6. Time Management Training

- a.* Task lists - the good, the bad, the ugly
- b.* Maintaining an updated electronic calendar
- c.* Tracking tools and ticklers
- d.* Hidden time wasters
- e.* Multi-tasking
- f.* Managing Projects
- g.* Coping with those who slow things down
- h.* How to handle disruptions
- i.* Organizing thoughts before communicating with others
- j.* "Make a note of that"
- k.* Developing an organized office/cubicle environment
- l.* Away from office organization
- m.* Stress - know how to handle it

