

CUSTOMER SERVICE “FINDING WAYS”



1/24/2014

Recommendations

The Next Level Customer Service Team conducted an in-depth analysis of OSU Physical Plant’s customer service. The primary tools utilized to assess customer perception were the Customer Service survey and Focus Group synopses. From these documents, the Team made the following recommendations for improvement.

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Recommendations

INTRODUCTION

The Customer Service team comprised of five external Customers and three Physical Plant (PP) staff from nine different departments has made the following recommendations knowing that;

1. Some recommendations may already be in the works,
2. Some recommendations may not be feasible (Cost or Org Design constraints),
3. This is not an all-inclusive recommendation list.

METHODOLOGY

Using the survey results, both rating and comments, and the information derived from the Focus Groups, the team took a brainstorming approach to come up with recommendations for the PP to consider in their Next Level Initiative. We agreed that no recommendation should be precluded based on our belief about whether or not the recommendation could be implemented. Recognizing that some of the recommendations require funding for implementation and our limitations of knowing how the new Organizational Design Structure will be introduced, we understand that some recommendations are not feasible for implementation because of cost or organizational design constraints.

It is our hope that the Organizational Design team gives credence to these recommendations, incorporates recommendations that make sense given the new design and builds upon them as the layout of the new design becomes clearer.

ALL ENCOMPASSING RECOMMENDATIONS

- Culture change would benefit the PP
 - Engage full support of upper management
 - Develop and communicate to staff clear concise expectations, incentive programs and action plans
 - Define the professional behavior expected of all PPstaff
 - Implement ongoing culture change training for all PP staff
 - Create incentive programs to encourage training
 - Reward PP staff who demonstrate success
 - Create corrective action plans for staff who choose not to meet expectations
- Provide Customer Service Training that inspires staff to -
 - Strive for the highest degree of integrity
 - Practice Active Listening without judgment
 - Maintain a positive attitude
 - Respond to complaints promptly and follow through to solution
 - Focus on understanding issues in order to discover solutions
 - Understand how body language is a form of communication
 - Understand how to welcome constructive criticism and thank the customer for it
 - Educate PP customers as needed about -
 - Codes
 - Board of Regents policies
 - State and Federal guidelines
 - Location of the PP Service Guide
 - Ways to contact the PP

- Cultivate a mindset that PP pays its staff to work for the customer
 - Establish and maintain appropriate boundaries with customers and advocate a win/win outcome for all involved parties
 - Tax payer
 - Customer
 - PP
 - State of Oklahoma
 - Learn to say “NO” the right way
 - Always provide a valid reason why “No” is the “Right” answer in a particular case.
 - Before saying “no” ensure ways to achieve customers’ end result have been sought.
 - While saying “no” to a specific request may be appropriate, strive to meet the customer’s end result through an alternate solution if available.
 - Set goals, measure success, and continuously improve
- Overhaul PP Image
 - Rebrand PP with name change in tangible/visible/publicized ways
 - Showcase PP staff skills and talents (social media video, newsletters, etc...)
 - Cultivate a perception change by becoming proactive with customers’ needs
 - Communicate with customers early and often (be proactive)
 - Be problem solvers for customers by providing input on a better and/or less expensive way of accomplishing customer’s objectives
 - Publicize project cost-savings when appropriate (i.e. picture showing PP staff giving a check to customer with cost savings amount, etc...)
 - Stand by your word (i.e. let your yes be yes and your no be no)
 - Work to bridge the gap between an “us versus them” mentality by creating a “we are on the same team” approach
 - Treat the customer as if you are the customer
 - Upgrade and incorporate technology for more efficient and effective operations
 - Software that provides project transparency for both PP staff and customers
 - Software that allows real-time information accessibility to PP staff and customers in one system
 - Train PP staff and customers on utilizing software for their respective purposes
 - Staff for planning, scheduling, estimating, purchasing, closing WOs
 - Customers for summary and detail level real time knowledge of project status
 - Coordinate the use of technologies so that data is accessible in one system.
 - Tools that enable quicker communication between PP staff and customers
 - Devices such as iPhones/IPads/ITouches, etc...
 - Data packages for these devices
 - Software that supports business office capabilities from remote locations
 - Management determines PP staff required to utilize technology tools for business purposes
 - Provide stipends for those staff choosing to use their own devices

“There are NO traffic jams along the extra mile.”

Roger Stauback

QUALITY RECOMMENDATIONS

Quality of workmanship was rated high in both the Customer Service Survey and the Focus Groups. However, there were some areas of concern. The recommendations listed below will help bring the already high satisfaction to a “Best in Class” rating.

ACTION DESK

- Automate the Work Order (WO) process
 - Provide online WO processing for billable and non-billable issues
 - Electronic Signature Routing Capabilities
 - Eliminate hand-written WOs and hand-signed signatures
 - Eliminate the fax transmission process
 - Provide email confirmation that WO was received and name the lead staff assigned to WO
 - Email response for both billable and non-billable WOs
 - Establish customer communication goals (i.e. lead contacts customer within 48 hours of WO submission to ensure understanding of WO and to establish a game plan with the customer)
 - Provide email confirmation when WO has been closed
 - Solicit feedback from customer at this time to ensure the job has been performed to their satisfaction
 - Provide ample field on WO for customer to communicate the issue in their own words
 - Provide option for customer to upload a short video to the WO to describe the problem in both words and pictures for project/job clarity
- Establish skill set desired for Action Desk staff and hire/train to meet the requirements
 - Excellence in delivering top notch customer service (personality/experience/training)
 - Campus familiarity
 - Technical proficiency
 - PP system expertise
 - WO process expertise
 - Provide incentive to reduce turnover and stabilize Action Desk staff
 - Seasoned staff become more valuable with time
 - Mitigates cost to train
- Provide Action Desk with tools to aide in decision making
 - Checklist of tasks to perform for various procedures
 - Routing sheet with WO routing definitions and instructions
 - Priority rating labels with definitions

HOUSEKEEPING

- Ensure number of custodial staff is sufficient to handle cleaning activities on campus
 - Set clear, concise expectations and assignments to both day and night staff to eliminate one group waiting for next group to perform the work
 - Establish Campus wide consistency in cleanliness standards
 - Follow up between shifts to ensure each group is performing to expectations
 - Set times, places, and guidelines for breaks (including lunch)
 - Restrict TV watching and game playing to breaks
 - Provide development incentives to mitigate turnover and maintain high performers
 - Create Custodial Service Guide so customers know what is in scope/out of scope in terms of service.

- Invest in tools that make custodial staff easy to identify and easy to contact
 - Clothing that allows custodial staff to be easily identified
 - Can be as elaborate as uniforms or as modest as an apron/smock
 - Devices such as pagers (beeper with call back number)/ipods (text with call back number or instructions) that allows customers to access custodial staff in the event of an emergency
- Implement a Custodial Group Leader to be accountable for custodial matters in each area/building
 - Provide necessary training, tools and support to perform this position
 - Hold this position accountable for the actions of their team
 - Following “FIX IT” Team example, periodically deploy staff to review custodial workmanship, be proactive and correct tasks that were overlooked/missed
- Implement a “Semester Super Clean” program to clean areas above and beyond guidelines established for normal cleaning (behind doors, down walls, under sinks, etc...)
- Develop a new office trash pick-up plan. Discontinue having campus staff leave their trash bags in the hallway for pickup and consider scheduling custodial staff to pick trash up directly from staff toward the end of a workday. This would also be a great relationship builder.

GROUNDS/LANDSCAPING

- Place “Did You Know” articles in campus communication bulletins explaining why destruction of shrubs, plants and trees sometimes occur on campus
 - Include grounds oriented education articles consistent with the University theme of learning
- Upgrade landscaping in residential life and auxiliary areas
 - Add the more prominent auxiliary areas to the Campus Master Landscape plan
 - Provide Master Landscape Plan link on PP website
- Organize in-house assignments at times when snow/ice removal is needed and make removal a priority
 - Assign specific staff to a specific area/zone with a group leader
 - Provide a warm location in each area/zone for breaks
 - Remain at assigned property until snow/ice removal has been completed
 - Focus on stairs, parking places and building entrances particularly in high traffic areas
 - Establish multiple “As Needed” contracts to assist in-house staff with snow/ice removal when necessary
- Trim trees in traffic areas high enough for individuals to walk under and to allow light for grass to grow to minimize dirt and mud under trees ending up on sidewalks.
- Establish “Trash Patrol Teams” to empty trash containers before they overflow and manage trash pick-up on grounds around campus and particularly around buildings
 - Concentrate on cleaning up cigarette butts in a timely fashion after game days
- Implement Grounds Group Leaders to be accountable for grounds/landscaping matters
 - Provide them with authority for managing the different crews
 - Select leaders who understand how to influence customer’s perception
 - Hold leaders accountable for upholding professionalism at all times with emphasis on visible environments
- Include customer service training for grounds/landscaping staff
 - Respect the impact of noise and dust on pedestrians and residential neighborhoods when using motorized tools, i.e. leaf blowers, edgers, mowers.
 - When possible use motorized equipment and machinery during times that favor the customer.

Customer Service “Finding Ways”

- Grounds Crews be cognizant of the area they are in and the activity that is occurring; exercise a common sense approach when using noisy equipment/machinery
- Set clear guidelines for breaks (including lunch). If sitting in trucks is allowed during these times, or if more frequent breaks are warranted during harsh weather (excessively hot or cold) then communicate this to customers beforehand.
 - Manage customer perception by assigning specific break areas
 - Limit sitting in vehicles to breaks with “on break” sign displayed on vehicle dashboard
 - Ensure staff remain busy during work hours
- Review safety lighting on Main Campus and add additional lighting if necessary
- Establish and communicate to customers a Parking Lot/Sidewalk replacement/overlay schedule

MAINTENANCE AND OPERATIONS

- Develop a Preventative Maintenance mindset/plan and communicate plan to customers
 - Ex: Install water filters in all sources of drinking water
 - Visibly post maintenance dates so that customers know when the last preventative maintenance was performed.
 - Place building exteriors on a routine cleaning/repair schedule
 - Coordinate and track routine laboratory fume hood inspections
 - Establish standards for paint, carpet, tile (ceiling and floor) in GU buildings
 - Have a diverse committee agree upon standards.
 - Secure executive approval
 - Allow deviation from standard when customer funds additional cost
 - Ensure customers understand the time constraints involved in customization (i.e. time involved to order customized product/s)
- Generate replacement schedules for infrastructure and physical repairs on campus and communicate the schedule to customers
 - HVAC – Focus on older buildings first where ventilation is less than optimal
 - Roofing – if the roof isn’t fixed it doesn’t do the Report/Repair team focused on ceiling tile any good
- Create an “Auxiliary Deployment Team” made up of tradespeople with diverse skill sets allowing for maximum flexibility to address Auxiliary problems at the point they occur
 - Allow opportunity for this diverse staff to flow to other Operations and Maintenance areas when not needed in the Auxiliary departments
- Establish SLAs with Auxiliary Departments
 - Ensure customers understand the importance of establishing SLAs with the PP
 - Project timing
 - Staff for deployment
- Make sure coordination between all parties (Estimators, Project Lead, Customer) occurs
 - Conduct walk-through using the WO and direct customer input
 - Note deviations to the WO
 - Request that customer review the deviation for accuracy
- Assign Manager to coordinate multiple shop jobs
 - Hold shops accountable for the job completion date once it is agreed to by all parties on the WO

- If deadline is missed, conduct fact-finding analysis to determine cause. Learn from it, put controls in place to mitigate it, and communicate the problem and the resolution to customer. Communicate delay and new expected completion date
 - Assign teams of members with more than one trade capability and incentivize the team to complete work with high quality in a timely manner and with the least cost possible
 - Provide staff incentives to specialize in multiple skill-sets
- As fully as possible, complete a job before moving on to another job
 - If job pull-off is necessary for whatever reason, communicate with customer about why you are pulling away from their project and when you will return
- Schedule work in advance with begin/end dates provided to the customer
 - Ensure customer is notified
 - when the staff arrives to perform the work
 - when the staff has completed the work
 - of any deviation to schedule
 - if a mid-project delay will occur and a valid reason for it
 - Important to supply a legitimate reason for schedule deviations
 - Restore work area back to like new and/or tidy conditions when project work is complete
 - Conduct follow-up meeting after project is complete and prior to WO closure to ensure customer satisfaction
 - QC walk-thru should occur twice;
 - Once before customer is contacted
 - Consider having someone besides the staff that performed the work conduct the pre-customer QC check so that an objective eye is present
 - Final walk-thru with the customer.
- WO closure should occur in a timely manner after customer sign-off
 - Define time frame with PP team. Get customer input. Set the goal so everyone understands the KPI and hit the goal or provide justification for missing the deadline
 - Utilize the AiM planning and scheduling module to ensure WO closure from the shop is timely
 - Work with vendors to ensure timely invoice submission
 - Manager review WO to confirm accurate charges have been made
 - Define shop stock (consumable vs. billable)
 - Only bill appropriate items to customer
 - Investigate inappropriate/suspicious charges
- Conduct peer level review on services provided, maintenance funding, and maintenance scheduling to determine efficient/effective combination for OSU
- Create a “Report and Repair” activity by engaging in proactive measures to address general maintenance related items.
- Establish O&M Staff dress code or contract with a provider to supply uniforms/shirts.
 - Establish dress code guidelines on appropriate cleanliness of work clothes
 - Discuss dress code before hire to determine whether potential new staff are willing to meet dress code guidelines (emphasize neat and clean)
- Set clear guidelines for breaks (including lunch). If sitting in trucks is allowed during these times, or if more frequent breaks are warranted during harsh weather (excessively hot or cold) then communicate this to customers beforehand.
 - Limit sitting in vehicles to breaks with “on break” sign displayed on vehicle dashboard
 - Cultivate a perception conscious mindset in the O&M staff, especially in regard to taking breaks
 - Assign Team Leader responsibility for logging crew member break times as part of each day’s work record

PROJECT SUPPORT SERVICES (PSS)

- Consider changing Project Support Services to Project Services
- Establish skill set desired for PSS staff and train/hire to meet the requirements
 - Project management expertise
 - Customer service excellence traits to include
 - Timeliness
 - Commitment to word and follow through
 - Respect for budget integrity
 - Importance of understanding customer’s needs and meeting them
- Provide PSS staff with technology tools and training to enable them to perform the job effectively and efficiently and hold them accountable for doing so, specifically project estimation
 - Refrain from providing estimates to customers prior to ensuring estimation accuracy
 - If pricing changes for any reason, communicate the reason for the change immediately and get approval from the customer to proceed
- Consider creating a staff position with a title of Project Manager to have responsibility for a project from estimation to conclusion, including managing outside contractors
 - Make sure coordination between all project parties occurs
 - Have Project Manager visit with customer to walk through the project as set forth on the WO to ensure customer expectations are known and can be met, if not, communicate to customer at this point and offer other, alternative solutions
 - Notate any deviations to the WO
 - Request that customer review and sign-off on the deviation for accuracy
 - Introduce customer to the staff who will be working on the project
 - Ensure trade professionals and staff assigned to the project understand they are not to perform work that is not listed on the WO unless or until the Project Manager confirms a change order has been submitted and approved by the customer
- Schedule work in advance with begin/end dates provided
 - Ensure customer is notified when
 - the staff arrives to perform the work
 - the staff has completed the work
 - there is any deviation to schedule
 - a mid-project delay will occur and a valid reason for it
 - Important to supply a legitimate reason for schedule deviations
 - Ensure work area is restored back to like new and/or tidy condition when project work is complete
 - Conduct follow-up meeting after project is complete and prior to WO closure to ensure customer satisfaction
 - QC walk-thru should occur twice;
 - Once before customer is contacted
 - Consider having someone besides the staff that performed the work conduct the pre-customer notification and walk-thru so that an objective eye is present
 - Final walk-thru with the customer
- WO closure should occur in a timely manner after customer sign-off
 - Define time frame with PP team. Set the goal so everyone understands the KPI and hits the goal or provides justification for missing the deadline
 - Utilize the AiM planning and scheduling module to ensure WO closure from shops is timely
 - Work with vendors to ensure timely invoice submission
 - Manager review WO to confirm accurate charges have been made
 - Define shop stock (consumable vs billable).

- Only bill appropriate items to customer
 - Investigate inappropriate/suspicious charges
 - Only bill customer for the hours worked on their project
- Contract with Project/Design specialists to meet customers’ needs if necessary
 - Establish FY project cut-off dates so work doesn’t become too enormous directly prior to fiscal year end

FREIGHT

- Provide Human Resource funding for in office, classroom, and lab delivery
 - If additional resources are secured, freight delivery will need to have equal importance to Event Setup and Surplus. HR will have to be dedicated to this cause (if nothing needs to be delivered, staff could assist with Event Setup and Surplus pickup)
 - Modify OSU’s 1983 freight policy to reflect more customer friendly delivery
 - If funding cannot be secured, update current policy and communicate to appropriate staff
- Ensure all freight is scheduled for delivery
 - Document contact person, date of contact, date of scheduled delivery
 - Receiving (and Truck Services Staff) need to set customer contact and delivery goals
 - involve key customers in goal setting if possible
 - this KPI can be tracked.
 - Document reasons for holding freight longer than the goal set by staff (i.e., at customer’s request)

TRUCK SERVICES

- Develop skill set guidelines needed to satisfactorily perform the Truck Services jobs
 - Hire individuals based on the skills needed and who are -
 - capable of working without constant supervision
 - capable of safely performing the task at hand (i.e. heavy lifting, etc...)
- Develop specific staff trainings to include team building exercises that mitigate the perception that certain staff members of Truck Services do not care
 - Customer Service Training
 - Managing tactical aspects of the job
- Contact customers in advance to establish an appointment and make contact prior to arriving at the appointed time to confirm the appointment is still convenient
 - At a minimum, arrive on time; arriving a couple of minutes earlier is a customer delighter
 - Perform effectively and efficiently based on the work that was agreed upon

RECYCLING

- Seek customer input in each building about whether additional recycling bins are needed and their location recommendation if they determine additional bins are necessary.
- Work with building/departmental faculty and staff to spread the word about where the Recycle bins are located.
 - Create interactive map for website highlighting the recycle bin locations.
 - Maintain signage to highlight the recycle bin location.
 - Create and post “Did You Know” facts about the benefits of recycling.

Customer Service “Finding Ways”

- Communicate recycling goals to faculty, staff, and students (i.e. OSU is striving to be America’s most environmentally friendly campus)
- Consider having Custodial staff take the “indoor” recycle bins to an outside bin where Recycling staff can pick-up from “outdoor” bins
- Conduct an analysis on length of time it takes recycle bins to become full
 - Check bins daily and log how quickly they become full under normal operating times
 - Establish pick-up pattern and days based on logged data
 - Enlist customer’s help if something is occurring that will cause containers to fill faster (i.e. special events)
 - Adjust schedule as needed

SPECIAL EVENTS

- Conduct an on-site pre-meeting with customer to confirm customer vision and expectations
 - Communicate the customer vision and expectation to all staff members who will be working on the customer setup
 - Consider cleaning the event equipment as a customer delighter

UNIVERSITY MAIL SERVICES (UMS)

- Educate customers about the difference between Receiving and UMS
 - Provide definition of and differences in services of Receiving and UMS in the PP Service Guide and clearly post on PP website
- Educate customers about the UMS process for delivering small packages and U.S. mail (including returned items)
 - Post the process on the website under UMS
- Add links on UMS webpage to UPS, FedEx, USPS, etc. to assist customers with package tracking
- Explore and implement technology updates that provide notifications to the customer
- Develop an online form for alerting UM staff of departmental staff changes (i.e. when an employee moves from one department to another) so that address lists can be updated
 - Support UMS staff to deliver to that person in a more expedient manner
- Ensure packages that are sent overnight are delivered the next day
- Conduct a fact-finding study on when customers prefer mail pickup and delivery
 - Determine feasibility to meet customer preference
 - Implement if feasible
- Provide training to UMS staff on
 - Customer service
 - Be personable
 - Don’t share personal problems
 - Sorting packages so that they arrive to correct customer
 - Careful handling of packages
 - Building and department location on campus (i.e. NRC/west wing)
- Establish UM Staff dress code or contract with a provider to supply uniforms/shirts.
 - Establish dress code guidelines on appropriate cleanliness of work clothes

- Discuss dress code before hire to determine whether potential new staff are willing to meet dress code guidelines (emphasize neat and clean)
 - This includes students and temps, as well as FTEs

UTILITIES

- Alert customers in advance about planned outages
- Work with landscaping to repair grounds to like new condition after utilities work is complete
 - Communicate to customers prior to the utility work about what is happening, why it's happening, length of time the project will take from start to finish, including landscape repair
- Consider backup generators for critical research areas that cannot afford to have power outages
 - Once a power outage (planned/unplanned) occurs, switch to generator power immediately in these critical areas
- Develop plan for Heating/Cooling replacement to improve temperature and air flow issues, determine cost to upgrade, and submit plan to upper management for funding
 - If funded, communicate plan and schedule to customer base through bulletins and website

ENERGY SAVINGS PROGRAM

- Continued customer education on building temperature and air quality is needed
 - Customers need to be educated when their building is too old for ideal conditions to be expected
 - Customers need to be educated that satisfying every person is difficult because customer preferences are different
- Allow some leeway on heat/air for customers who work on weekends, after hours, and during holidays
 - Develop an online communication mechanism for customers to provide Energy Managers key information about where and when they will be working during “off hours” so that Energy Managers can authorize adjustment of building temperature during that time
- Educate customers about the importance of closing outside doors. Develop a fun way to get customers to participate when they notice doors are open (except when doors are propped open with a sign stating reason)
- Communicate with customers about lighting in their work area to get feedback. If the feedback is problematic, correct the issue if possible/feasible or educate them if not
- Communicate to customer when Energy Managers will be in their buildings so that staff/residents can be alerted, particularly in areas where customers are present 24/7 (i.e. Residential areas)

***“The quality of an organization can never exceed
the quality of the minds that make it up.”***

Dwight David Eisenhower

COST

The cost associated with projects was a concern for many customers. Customer perception is that efficiency cannot be realized with a bureaucracy that has a monopoly on campus projects. Adjust a “Project Management” business strategy to overcome these perceptions and to cut costs where/when appropriate.

- Sell the PP – remind customer that if the project does not cost as much as the initial agreed to estimate, the funds will not be automatically charged; de-encumbrance can occur allowing the customer to utilize their funding elsewhere. (This is not the case with outside contractors who are allowed to make a profit.)
- Provide a general statement explaining PP fees in the Service Guide
- Define parameters of projects performed by PP staff versus projects contracted out or projects that fall under Long Range Facilities Planning responsibility
 - Estimate fees associated with specification writing, assessing material needs, purchasing material, etc. on projects/jobs that fall under PP umbrella to determine total cost of project
 - Include a Budget Checklist - similar to what the OCCM provides, for in-house work
 - Incorporate fees in the total cost of the project rather than a separate line item
 - Define charges assessed by the PP and educate customers about what they receive for these charges (according to Purchasing regulations) and State of OK law governing construction on State owned properties
 - IMPORTANT that customers understand the benefits derived from PP's seasoned trade professionals who perform the spec writing, procure quality material, and perform the work
- Understand the true desire of the customer so that “out-of-the-park” estimates are not provided
 - Work with customer to proactively come up with cost savings solutions where applicable
 - Understand the existing full scope of the job and consult with experts before providing the customer with any estimate figures.
 - Make estimate as close as possible to the total cost associated with the project/job scope before communicating estimate to the customer
 - Remind customer that estimate may change due to unexpected situations arising and/or if a change order is initiated by the customer
 - To prevent misunderstandings build in contingency costs on the estimate for unexpected situations
 - Ensure customer is apprised of possible other issues that may increase the cost of the project (i.e. project cost will increase X% if asbestos is present, etc...)
- Send only the number of people necessary to perform the job
 - Resist sending a group of people to perform a job that only one is needed to perform.
 - Only charge customer for the number of individuals it actually takes to perform the job.
 - Use industry standards to determine necessary number of staff
 - If several individuals are needed on job site at once, communicate this to customer so they understand the situation and that this will not change the cost estimate, that all staff were factored in when estimate was provided

TIMING

Customers are dissatisfied with the time it takes from estimating a job to completing it. Customers derive their perception based on their personal experience. When they seek quotes/bids for personal jobs at home, they expect private sector staff to review the job, take into account their personal needs and desires, and estimate the job cost and time frame (either on the spot or in a time deemed reasonable by them). Customers expressed frustration about when a PP project gets started then

drags on without noticeable progress, and particularly when no one shows up for many days at a time to continue the work. Customers are left to wonder what happened, where the PP staff went, how much longer they are going to have to suffer through the inconvenience of an unfinished project, whether the project will ever be finished.

- Remain on project until completion or communicate to customer the reason for pulling off of the job and the date PP staff will return
 - Start project or perform maintenance work only when it can be completed in a timely manner
 - Make sure all necessary materials are available prior to beginning a project
 - Ensure the resources are available to remain on the project through completion
 - Avoid over-committing to customer. Take a conservative approach and delight the customer with an early completion date vs. communicating an aggressive “if everything goes right” approach and disappointing the customer by missing the deadline
 - Communicate with customer if unexpected delays occur and include reason/s for the delay
 - Consider each job as if it were being performed on your home (i.e. how long would you put up with your kitchen being incomplete, the crew disappearing without explanation and not returning, leaving you to wonder if they would ever return)

COMMUNICATIONS

Customer Service Survey results, substantiated by the Focus Groups, indicated that lack of communication by the OSU PP was very frustrating. Based on comments obtained from customers in the Focus Groups, this is the PP’s greatest opportunity for improvement. Customers are passionately vocal about this topic. They are unclear about what services PP performs at no charge and what services they have to pay for. They have no idea where they stand in the queue of work to be performed so they have no idea when work will be started and finished. Improvements in this area will not only assist by communicating when work will be performed but may mitigate some of the negative customer perceptions regarding both cost and timing. Relationships matter to customers and they desire a familiar point of contact with which to conduct PP business.

- Create and make readily accessible a PP Service Guide
 - List and describe services PP is funded to do at no charge to customer
 - List and describe PP services customers can purchase and include cost
 - Define PP responsibilities versus those of Long Range Facilities Planning
 - Explain PP fees
- Utilize the PP website as an integral way to communicate with customers by providing
 - Schedule of all PP maintenance and project work currently underway and work scheduled for near future with approximate begin/end dates
 - Link to Facilities Information for Building details like sq. footage and history
 - Who to call list
- Provide an enhanced/online utility outage alert system
 - Provide sufficient advance warning for planned outages
 - Communicate the reason for the unexpected outages and the possible resolution time in a more timely and effective manner
- Communicate what areas are served by PP staff and what areas have their own Maintenance staff
 - Display a map showing PP areas of responsibility
 - Have a link on the PP website communicating what we are responsible for
 - Be concise about what we are funded to do
 - Communicate other services available and the charges for these services so that customers are aware of their options and base line charges.

- Deploy an automatic/systemic communication mechanism for the WO process
 - Email customer when WO is received and identify the WO number and the Project Number, if applicable
 - Remind customer that the WO and/or Project number will be required to receive updates about the WO activity
 - Institute an easy approach to WO viewing to include
 - WO summary
 - Detail information upon demand
 - Process status
 - Provide a feedback mechanism that will allow customers to have input in the verbiage on the WO to ensure the issue described on the WO is accurate
 - Ex: Please review your WO to ensure the issue/problem is stated accurately; if inaccuracy exists, please let us know within 24 hours by one of the following mechanisms;
 - Reply to this email
 - Modify WO through online system (developed for customers)
 - Provide customers with an option to upload a short video to the WO or Non-billable Request Form describing the problem in both words and pictures for project/job clarity
 - Provide a feedback mechanism that will allow customers to rate job performance after the WO is closed
 - Send email notifying customer that WO is closed
 - Include a link to a 3-5 question survey asking the customer to rate the level of service they received. Provide a comment section so they can elaborate on their experience; compliment a member of the PP team, etc. Examples of questions are:
 - Please rate your level of satisfaction with the quality of work performed by the PP Staff
 - Please rate your level of satisfaction with the knowledge and courtesies of the staff
 - If a PP employee has provided you with excellent Customer Service we would like to know about it. Please feel free to share your comments so that we can complement our team member for a job well done
 - Project or Maintenance lead should contact customer within 48 hours after receipt of WO (or other predetermined time so that KPI can be measured) to discuss one-on-one with customers to ensure full understanding of scope and to provide a cost estimate (if other than a GU building), approximate start date and approximate completion date. Determine the best time to perform the work in the said location with the customer
 - Document conversations via notes in the online WO system
 - Secure customer sign-off prior to work start date
 - Communicate any deviation to cost or begin/end dates and provide valid reason for the deviation
 - Deviation of any type should be agreed to by customer and signed off on, especially if a higher cost is involved
- Communicate with the person who placed the WO. Refrain from speaking to others who may not have knowledge of the situation or know as much as the person who placed the WO unless explicit instructions to do so have been communicated by that person
- Institute communication with the customer prior to and after work commencement
 - Communicate with the customer who placed the WO about whether the requested work is GU or a specific request from customer
 - Communicate/Coordinate at all levels, phases, and time frame of the work
 - Notification of receipt of WO (email)
 - Include project lead (throughout entire project)
 - Directly contact customer within a predetermined time frame (set as goal and measure) after WO is placed
 - Discuss project timing and cost
 - Educate customer about unforeseen/unexpected complications that may cause project cost to rise
Detail this information
 - Conduct walk-through before work commences to go over the scope of the project once again

- Ensure customer understands that scope change or creep will have to be evaluated to determine additional cost and time
- Conduct walk-through upon project completion to ensure customer satisfaction
 - Advise customer that a WO closure email will be sent with a request for feedback. Tell them to look for it and explain that we use this feedback to make improvements
- Establish one point of contact.
 - Allows a relationship to build between PP staff and Customer
 - Improves communication process because over time PP staff member and customer become familiar with each other (processes, needs, desires)
 - Improves accountability – PP staff have been assigned an area/building/department/project about which they are responsible for quality workmanship and customer satisfaction
 - Although it is desirable to establish one person as the contact person for continuity and accountability reasons, consider introducing the maintenance/project team to the customer prior to beginning the work
 - Provides an opportunity for all PP employees to interact with customer and take ownership
 - Provides a sense of safety for the customer by knowing who will perform the work in their area
- PP create a list-serve for a designated “point of contact” person in each building on campus who receives updates and communications about work underway, planned and unexpected activities
 - Point of Contact disseminates information throughout designated building as needed
 - Information includes the basics of who, what, where, why, and when
- Ensure all communication mechanisms of PP staff are working properly (voice mail, email, etc…)
 - Clean out voice mail and email to allow for incoming communication
 - Make sure voice mail is available for all OSU paid work phones (stationery or mobile)
 - Provide a stipend for those who have been identified as needing mobile communication and are using their personal devices for work activities
 - Ensure PP staff understand that they must regularly check all communication devices so customers are answered promptly
- Communicate PP/Stillwater Community activities that can/will impact OSU customers
 - News You Can Use bulletins
 - Monthly PP Newsletter
- Create an online system for GU buildings, by building (specific location) and/or by department, indicating maintenance schedule, maintenance activities currently going on in that area and expected completion date, and future activities with anticipated beginning and ending dates
 - Provide link to Facilities Information website for ease of access to key building information such as sq. footage and historical information
 - Place kiosk at main entrance of buildings providing key facility information for that building. (Ex: area under construction with beginning and ending dates (pictures of the before and after look), recycling efforts, utility usage
- Be honest with customers. When a situation involves a GU building where funding is limited, let the customer know that although we desire to improve this situation, funding for this activity has not been secured at this time.
- Invest in a more efficient “After Hours” system
 - Can be an electronic system that allows for more efficient transition through the system (i.e. upfront instructions informing you that the # sign can be selected after each question for quicker processing)
 - Can be an “After Hours” human system
 - Contract with students/Stillwater community to answer phone calls and retrieve basic information to be forwarded immediately to PP “On-Call” staff
 - Work from home possibility that many students/general individuals desire
 - Can be full time with benefits

Customer Service “Finding Ways”

- Can be temporary positions without benefits
 - Invest in a system that tracks “After Hours On-Call” staff activity to ensure accountability
 - Partner with OSU PD as an “After Hours Call Center” to take basic information and provide them with a list of “On-Call” PP staff.
 - Set goal for call back time to customer; communicate the goal to “on-call” staff so that they are aware that a KPI has been established and will be measured
- Communicate the areas of campus that will receive beautification projects and why these areas were selected (i.e. identified by Beautification committee, donor sponsored, lack of funding for all areas, etc...)
 - Create a position for a PP communication specialist to ensure that information about PP and related infrastructure and facility activities (and City of Stillwater infrastructure activities) affecting both campus and surrounding areas goes out to the Points of Contact in a routine and timely manner
 - Communication Specialist also focus on educating customers about PP staff talents and provide an overview of services to new OSU staff
 - Videos – showcasing PP talents and activities
 - Provide brief orientation to new OSU staff
 - Highlight services that are provided and direct them to the Service Guide
 - PP facts such as number of employees, number of departments, PP structure
 - Contact information
 - Online Work Order system
 - Emergency contact list
 - After Hours contact procedure
 - Proper way to report an issue/problem
 - Proper mechanism for reporting urgent/emergency matters (issues that risk safety and/or operations)
 - Process for reporting issues/problems after hours
 - If consistent breaks are established for PP staff working out and about on campus, communicate break (morning, evening and lunch) times to customers so they understand why PP staff are not working during these particular times
 - When outside doors are left open for work related purposes of moves (i.e. moving equipment or furniture), place a sign on the door to inform customers of the reason that the door is open

“Customer Service is NOT a department; it’s an attitude.”

Anonymous