



GLENFIELD
Community Centre

Ko te Hapori tō mātou Pokapū
Community is at our Centre

Service Standards
2017

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Glenfield Community Centre Service Policy

The minimum service expectations a client should expect to receive from the Centre are set out in the succeeding pages.

Our Values:

- Being honest and acting with integrity
- Working together as a committed team
- Open and effective communication
- Recognising and rewarding each other's contributions and efforts
- Profit through our efficiency and productivity
- Being visionary in our approach
- Seeking to achieve excellence in everything we do
- Transparent and well-informed
- Respecting and observing the value of cultural differences

Your Clients are:

- External Clients – Hirers, ELC Parents/Caregivers
- Tenants
- Any Visitor to the Centre
- Public
- Other Staff Members
- Contractors
- Suppliers
- Local Board/ Council

People Skills:

Making clients feel welcome and relaxed makes them feel good about our Centre.

A client is anyone who enters the Centre premises, phones or emails the Centre for information. Any client who receives superior service and sees the Centre in a favourable light will be of benefit to us.

Desired Behaviour:

- *Welcome the client*

How is the behaviour to be undertaken?

- Attend to clients as soon as they come in to the premises. Welcome the client by standing up, walking to them smiling, saying hello and making eye contact.
- If on a phone call, make eye contact, smile, acknowledging their presence.
- Introduce yourself to the client and apologise if the client has been kept waiting by your needing to attend to another client or by a phone call.
- If you know the client by name, then use their name.
- Stand to farewell and thank the customer, and offer future service, if appropriate e.g. *“Thank you Mr/Mrs (name). Goodbye, see you next week”* or *“I look forward to seeing you next week”*. *“Thank you, can I help you with anything else?”*, *“Thank you, is there anything else I can do for you?”*

Desired Behaviour:

- *Indicating you are ready to serve.*

How is the behaviour to be undertaken?

- If a client walks into the Centre premises but does not come directly to you, attract their attention by asking them if they need help, or approach them to offer your assistance. We never want a client to turn and leave the premises because they feel they have been ignored.
- Indicate your readiness to serve either by getting up and greeting the client (if you are sitting), with eye contact, a smile or by saying *“how can I help you?”* *“Is there anything I can help you with?”* If a client has been waiting for some time then apologise for the delay.

Desired Behaviour:

- Being *pleasant to deal with*
- *Approachable*

How is the behaviour to be undertaken?

- All clients should be treated courteously, regardless of how many others are waiting.
- Where appropriate, provide the client with your business card for future reference.
- Always treat others with the same courtesy and respect you would like to be treated yourself, no matter how busy or pressured you feel.

Desired Behaviour:

- *Being willing to listen*

How is the behaviour to be undertaken?

- Listen attentively, maintain eye contact and express a desire to help, (e.g. “Yes, I understand”)
- Ask probing questions if you do not understand. (How? Where? Why?)

Desired Behaviour:

- *Making the client feel at ease and relaxed*

How is the behaviour to be undertaken?

- If required, take the client to a private area in order to respect and maintain their dignity and right to privacy if possible.

Desired Behaviour:

- *Being focused on client requests*

How is the behaviour to be undertaken?

- Take responsibility for the enquiry before you (do not place blame on other staff members).
- Avoid talking to other staff members or completing other tasks when attending to a customer.
- Always excuse yourself to a client if another staff member or client interrupts you.
- When leaving your client to attend to their request, for example, when you need to make a telephone enquiry about the availability of a service—explain to the client what you are doing and why, and how long it is expected to take.

Ethical Behaviour:

Gaining trust through honesty and openness.

Our clients need to trust that we will do our utmost to fulfil their needs and provide them with top quality service.

Desired Behaviour:

- *Treating the client with respect*

How is the behaviour to be undertaken?

- Absolute honesty must be demonstrated in providing detail and guidance to clients.
- No one can be expected to know the answer to every question on the spot. If you do not know the answer, say so, and then assure the client that you will find the answer.
- Always put your client first.
- If a sales or purchase order requires follow-up, give the client your name, or the name of the staff member who will be responsible, or both. Write this down if possible.
- Set realistic timeframes; better to exceed expectations.
- Questions, even if asked repeatedly, should always be answered in the same pleasant, polite manner.
- Be sensitive to cultural differences that may arise from dealing with clients of ethnic groups that are different to your own.

Desired Behaviour:

- *Showing respect for clients' needs for privacy*

How is the behaviour to be undertaken?

- Confidential information should be relayed over the telephone in an appropriately quiet voice to prevent others overhearing.
- Likewise, when relaying details face-to-face, the tone of voice should be suitably low.
- Client or other confidential details must not be called out across a room.
- Sensitive or personal questions should be asked in a private area.
- Make sure that information concerning a client (including name and address) is only ever disclosed to the client or a person whom the client has authorised to receive the information (preferably in writing).

- Verify the identity of telephone callers, and only give details of information to those authorised to receive it.
- Never disclose client or confidential details to anyone outside the Centre, including your family.

Knowledge

Our aim is to provide services that are superior to those of other Centres with similar services, but unless we can say what makes them better, they may as well not be.

To understand our organisation, we need to know our services so we can communicate their strengths to clients.

Each of us is a critical line in an information chain, whether we are working on the frontline or behind the scenes.

Desired Behaviour:

- *Knowing our services*

How is the behaviour to be undertaken?

- Have a full understanding of the functions and services provided by your division. Know your job responsibilities.
- Staff should all be able to:
 - Name any base service that a client describes;
 - Describe the critical features and benefits of our base service; and
 - List the critical cross sell opportunities for our base service.
- When a client expresses an interest in a particular service, we must be able to explain the applicable options and terms available.
- When a client wants to proceed with the service, we must be able to complete the transaction efficiently and correctly.
- Keep your service profile up to date.
- For any of our services, if we do not know the answer to a client query, we should at least know where to source the information or make the appropriate referral.

Desired Behaviour:

- *Knowing exactly what needs to be done and who to refer to if you are not able to help*

How is the behaviour to be undertaken?

- Acknowledge the customer's enquiry.

- If unable to answer enquiry, explain to the client what you are going to do and why (i.e. refer to another staff member).
- Then introduce the client to the most appropriate person to handle the enquiry, (e.g. “This is (name) who deals with our Early Learning Centre/ Administration Office. (Name) this is (customer’s name) who needs your help with an enrolment order/room booking.”)
- If an appointment is made, follow-up to ensure the client has been contacted as promised.

Desired Behaviour:

- *Explain costs clearly*

How is the behaviour to be undertaken?

- Irrespective of the transaction, you need to have a full understanding of the costs, fees, charges of all services relevant to your division.
- Full and total disclosure of all costs, fees and liabilities associated with any service must be provided before a commitment is entered into.
- Do not assume that the client would know what is included or excluded in the price.

Desired Behaviour:

- *Offering and discussing alternatives*

How is the behaviour to be undertaken?

- Look for opportunities to suggest other services that may be appropriate to a client. This is one of the best ways of strengthening the client relationship.
- Discuss and recommend various alternatives together with implications to best meet the client’s needs.

Accuracy

Aim for zero errors.

As we look to developing long-term relationships with our clients, it is vital that their faith in us is maintained through keeping our work accurate—this means doing things right the first time.

If everyone is 100% accurate throughout each process from start to finish, then the outcome for the client will be confidence in our abilities.

It is about taking ownership for the work we each handle.

Desired Behaviour:

- *Enrolments/room bookings completed accurately*

How is the behaviour to be undertaken?

- We aim for zero errors.
- The policies and procedures of tasks must be fully understood.

Desired Behaviour:

- *Dealing with requests quickly and efficiently*

How is the behaviour to be undertaken?

- Complete all documentation correctly
- Where information for completion of documentation is available from our files, use this, rather than asking the client to repeat the information
- Ensure stationery at your workstation is always sufficiently stocked and easily accessible.
- Provide the client with a definite date when an application will be processed, and follow-up on or before a given date if necessary.
- If problems occur, advise the client of processing errors or problems that have a significant impact on them, and what we are doing to correct the situation.

Desired Behaviour:

- *Checking and recording details*

How is the behaviour to be undertaken?

- Confirm with the client your understanding of their needs and the actions agreed prior to proceeding.
- Check details of all transactions and requests in front of the client and have them sign the documentation confirming the requests.

Desired Behaviour:

- *Providing receipt of the Enrolment/ Room Booking*

How is the behaviour to be undertaken?

- Where appropriate, always offer to provide a receipt of the enrolment or details of the transaction to the customer. In the case of Room Hire, always provide the client with a copy of the signed Hire Agreement and receipt for any payment.

Professional Image

Portraying a professional image personally, throughout the Centre, and at our client events is of great importance.

First impressions are important and lasting. Clients are more aware of our appearance and physical surroundings than we are. They notice how we are dressed and how we conduct ourselves.

Equally, they notice if the premises look dirty or shabby, whether these are cluttered or spacious, and whether this is capable of providing all the services they want.

Desired Behaviour:

- *Personal Appearance*

How is the behaviour to be undertaken?

- No jeans, running shoes, or hooded sweatshirts.
- Personal grooming/hygiene must be of a high standard.

Desired Behaviour:

- *Offices to be kept clean and tidy and portray a professional appearance*

How is the behaviour to be undertaken?

- Windows and doors are to be clean.
- Rubbish is to be put out daily.
- Toilets and hand basins are to be cleaned daily.
- Dusting as required.
- Up-to-date posters are to be hung on the walls in a tasteful manner and any torn posters removed.
- Service counters are to be organised and tidy at all times.
- Coats and jackets should be hung up.
- External paths and parking areas are to be checked for rubbish daily and swept if necessary.
- Ensure all lighting is operational and if not advise the Administration Office.
- When a room has a clock, ensure the time shown is correct.

Accessibility

Being able to manage our time so we can be available to our clients.

Clients who come into the Centre can expect high quality personal service.

Good relationships with clients are our lifeblood and these are built with reliability, courtesy and prompt personal attention.

Desired Behaviour:

- *Minimising the length of time clients spend waiting to be served.*

How is the behaviour to be undertaken?

- The client in front of you is your first priority. If you are on the phone to another client, then excuse yourself and advise the client that you will be with them in a minute. If the call is going to be long and involved, advise the client on the phone call that you will phone them back. Serve the client in front of you and then remember to phone back as you have promised.
- If you are currently serving one client and another comes in, acknowledge the new client who has called, then conclude your business with the first customer, being sure to give them your total attention.
- As soon as you have finished with that customer, go immediately to the next client and serve that customer.

Desired Behaviour:

- *Minimise the time taken for clients to have their request actioned.*

How is the behaviour to be undertaken?

- Requests should be followed up promptly. For example:
 - Send letters/emails of reply
 - Ring when promised, or at least advise if there will be a delay
 - Arrange for someone else to follow-up any urgent matters if you are unable to.

If there are any delays, contact the client and keep them fully informed.

Communicating Clearly

We need to remember that clients do not know our Centre procedures and processes like we do. They need to be informed of how we are going to action their requests and when they can expect results. For this to happen we have to be conversant with all the steps involved ourselves.

Desired Behaviour:

- *Full preparation is completed for discussions with clients before the client arrives.*

How is the behaviour to be undertaken?

- Always complete any preparatory work before a client meeting. Ensure that you have all relevant information resources readily available.

Desired Behaviour:

- *Client being informed about when things will happen*

How is the behaviour to be undertaken?

- Outline with the client the timelines of the steps in the process, what will happen and when.

Desired Behaviour:

- *Clearly explain what needs to be done*

How is the behaviour to be undertaken?

- Avoid using jargon when dealing with clients. Explain technical issues in a clear and unambiguous manner.
- Explain what you are doing and why when you action transactions in front of the customer
- Work through any calculations in front of the client and where appropriate write down the calculations and give them to the customer.

Desired Behaviour:

- *Clients being informed about what will happen next*

How is the behaviour to be undertaken?

- Ensure you are familiar with procedures and processes, what forms need to be filled out, and what information is required from the client.
- Clarify client understanding and comfort with processes and explanations.

Desired Behaviour:

- *Providing all information requested*
- *Clearly explaining what the client wanted to know*

How is the behaviour to be undertaken?

- Speak with clarity and poise.
- Try to avoid verbal crutches, such as “umm” “er”, “okay” and “you know”
- Adjust your tone of voice, inflection and speed to that of the customer.
- Check that clients have understood the information given to them. Summarising the facts and asking for acceptance that you are correct in your understanding can do this.
- If you are unsure about a request then refer to your division head or Centre Manager.
- Clients should be asked if there is anything else that can be done for them.
- Never assume that any client is fully satisfied. Try to anticipate difficulties they may have, and help rectify these.

Desired Behaviour:

- *The follow-up occurring as agreed*

How is the behaviour to be undertaken?

Agree follow-up timeframes with the client, and then action as agreed.

- If a transaction or enquiry requires follow-up, give the client your name or the name of the staff member who will be responsible, or both.
- Indicate your responsibility for the client by making a commitment to get back to them, and giving a period for your follow-up.

Desired Behaviour:

- *Explaining the Company's decision.*

How is the behaviour to be undertaken?

- Explain criteria the client would need to meet (and why), so the client will know next time what they need to do to receive a favourable response.

Mistakes/Complaints

Follow-up the day the complaint is received.

In an ideal world, mistakes would never happen. However, unfortunately they do. If a mistake has been made, it should be admitted and corrected as quickly as possible.

The more willing we are to fix it, the less damage we will do to our relationship with the customer.

Please apologise to the client for the inconvenience they have experienced. When you do, you are apologising on behalf of the Centre, and not saying that you were personally at fault.

Desired Behaviour:

- *Apologising if a mistake has been made*

How is the behaviour to be undertaken?

- Never blame someone else or “the Centre” for the mistake. Answer positively. For example, *“Yes, there seems to be some delay, I’m sorry you have been inconvenienced. I will follow it up today and call you back by 5.00 pm. My name is...”*

Desired Behaviour:

- *Mistakes and complaints should take a limited time to resolve.*

How is the behaviour to be undertaken?

- Investigate and resolve the complaint within 24 hours
- Complaints should be answered within one working day. At the very least, you should respond to the client within this time to advise a date for resolution.

Desired Behaviour:

- *Keeping the client informed on your progress in fixing the mistake or resolving the complaint.*

How is the behaviour to be undertaken?

- If a problem cannot be resolved within 24 hours, keep the client informed until a resolution is achieved.

Desired Behaviour:

- *Being committed to fixing the mistake or complaint*
- *An explanation is given for what has gone wrong*

How is the behaviour to be undertaken?

- Take responsibility on behalf of the Centre for resolving the issue, and apologise to the client for an inconvenience they may have experienced.
- Remain calm, listen carefully for the details of the situation, offer help or a solution, and acknowledge the customer's feelings.
- If you cannot solve the problem yourself, introduce the client to an appropriate staff member who can. Follow-up later to check that the matter has been resolved.
- If the client is not satisfied with the resolution of the complaint, then you should invite them to contact the next appropriate level of management. Better still, arrange for the appropriate manager to contact the customer.
- Always be mindful of clients who may have previously lodged complaints and ensure that they have absolutely no reason to do so in the future.

Desired Behaviour:

- *Being willing to listen*

How is the behaviour to be undertaken?

- Allow clients to take their time in explaining a grievance, and listen to them patiently and without interruption.
- Try to see the problem from the customer's point of view.
- The use of supportive phrases, such as "I see" and "I understand", will help defuse a difficult situation. Avoid using "I know how you feel".
- If a client is irate, do not get into an argument. Undertake to look into the matter and get back to them.
- View problems as an opportunity to perform well by exceeding the client's expectations.
- Complaints are a great opportunity to demonstrate to our clients that we do listen and understand, and can respond positively.

Telephone

Have a cheerful voice tone, be polite and ensure your speech is accurate.

The way we deal with clients over the telephone is as important as personal contact. People like doing business over the phone, as it is easier. Therefore, we should make it even easier for them and make their experience a pleasant one.

Desired Behaviour:

- *The way in which the client is welcomed.*

How is the behaviour to be undertaken?

- The Company standard greeting for answering a call - *“Welcome to the (Glenfield Community Centre/ Glenfield Early Learning Centre), (name) speaking” or this is (name), how may I help you?”*
- Smile when you answer a call or call on the phone. It may sound odd but clients can tell the difference.
- Seek and use the caller’s name at least once during the conversation.

Desired Behaviour:

- *Treating the client with respect.*
- *Thank you and goodbye should always be offered.*

How is the behaviour to be undertaken?

- Make the offer of further assistance where appropriate e.g. *“Thank you for your enquiry. Is there anything else I can help you with?”*
- Always let the client hang up first.

Desired Behaviour:

- *Checking and recording details*

How is the behaviour to be undertaken?

- There should be a pen and paper handy to every telephone.

- Take down the message or enquiry details, and repeat the customer's name and telephone number back to them. The spelling of the customer's name should be checked.

Desired Behaviour:

- *Minimise the time clients spend waiting to be served.*

How is the behaviour to be undertaken?

- All calls should be answered within four rings.
- If not, the client should be thanked for waiting and an apology offered. (E.g. "Glenfield Community Centre/ Glenfield Early Learning Centre. Thank you for waiting, this is (name) speaking. How may I help you?")
- If you are unavailable, ensure arrangements are in place for your telephone to be answered. Put the phone on divert.

Desired Behaviour:

- *Knowing exactly what needs to be done and who to refer to if you are not able to help*

How is the behaviour to be undertaken?

- Transferring calls:
 - Explain to the client why their call is being transferred, and to whom.
 - Confirm that the staff member who has been called has picked up the phone and can help the caller, before putting the call through.
 - Introduce the person calling if possible.
 - Offer to take a message if there is no reply to the person you wish to transfer the call.
- Calls on hold:
 - Explain to the client why their call needs to be put on hold. Ask the client if they want to wait (if their matter will take some time to sort out), or if you can call them back.
 - Thank the caller for waiting, or apologise for the delay when a client has waited on the line.
 - If you have a music on hold facility, make sure the volume level is appropriate.
- Making calls:
 - When making a telephone call, you should always state your name, where you are from and why you are calling.
 - You should always check that it is a convenient time to talk prior to commencing your discussions with them.
 - Elderly people should not be phoned after dark.