“World Class”
Customer Focused Operations

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What in the World is “World Class”?

world-class (wûrld′kläs′) adj.
1. Ranked among the world's best; of the highest caliber: a world-class orchestra, or a world-class athlete

“An organization that is outstanding in every aspect of its performance is world class. Being world class is going beyond excellence to become great!” - Christopher Ahoy
“People don’t care how much you know until they know how much you care”.

Theodore Roosevelt

“Most facilities organizations see themselves as facilities management organizations that serve customers, when we are really **Customer Service Organizations** that happen to provide facility management services”

Luis Borrero - former Maintenance Director, University of Notre Dame (now w/ City of San Antonio)
Malcom Baldridge Criteria for Performance Excellence

Organizational Profile: Environment, Relationships, and Strategic Situation

1. Leadership
2. Strategic Planning
3. Customer Focus
4. Measurement, Analysis, and Knowledge Management
5. Workforce Focus
6. Operations Focus
7. Results
Same Criteria as in Facility Management – Diagnostics (FM-D) facility management assessment software developed by Facility Engineering Associates (FEA)

From: The Best Practices in Facility Management: Creating an Environment of Operational Excellence (Tuveson & Hodges)
APPA Award for Excellence Program Criteria

1.0 Leadership – 150 points
2.0 Strategic and Operational Planning – 150 points
3.0 Customer Focus – 150 points
4.0 Information and Analysis – 100 points
5.0 Development and Management of Human Resources – 100 points
6.0 Process Management – 100 points
7.0 Performance Results – 250 points
8.0 Other Considerations – points as appropriate

Typically 1,000 points possible for award in APPA Award for Excellence Evaluation

Note: Same criteria used in the APPA Facility Management Evaluation Program (FMEP) “Peer Review” Program
“Customer focus is a key component of effective facilities management.

All **Stakeholders** must feel their needs are heard, understood, and acted upon.

Various **tools** must be in place to **assure customer communication**, to **assimilate what is said**, and implement procedures to **act on expressed needs**.

To be successful, a facility department must ensure that its **customers** have an **understanding of standards, tasks, roles, frequencies of services, etc.**

- APPA FMEP
Customer Focus

“The new Paradigm of world class to meet competitiveness for companies is customer focus. The three areas of customer focus are:

1. Customer Satisfaction (Meeting customer’s expectations)

2. Customer Delight (Exceeding customer expectations by providing goods, products & services beyond normal expectations, delighting the customer)

3. Customer Success (Going beyond exceeding expectations or delight and assuring customer success)

- Christopher Ahoy, APPA Fellow, Customer-Driven Operations Management
Creating a Customer Service Culture

According to motivational speaker T. Scott Gross:
There are only three things you can do to create a customer service culture.

1. **You can hire great servers** ("Service Naturals" = approx. 15% of population)

   Conversely he suggests not hiring (or firing) the "Service Impossibles", also about 15% of the population, who are toxic to any organization.

   Never attempt to teach a pig to sing; it wastes your time and annoys the pig.” - Robert A. Heinlein

   That leaves the "Service Possibles", who make up the remaining approximately 70% of the population.

2. **You can lead (Model, Example) great customer service**

3. **You can celebrate (Reward) great customer service.**
Service Starts with Relationships

1. Don’t criticize, condemn, or complain.
2. Give honest, sincere appreciation.
3. Arouse in the other person an eager want.
4. Become genuinely interested in other people.
5. Smile.
6. Remember that a person’s name is to that person the sweetest and most important sound in any language
7. Be a good listener. Encourage others to talk about themselves.
8. Talk in terms of the other person’s interests.
9. Make the other person feel important – and do it sincerely.

- From Dale Carnegie Quick Tips for Outstanding Customer Service
Copyright 2008 Dale Carnegie and Associates
January 2015 Data:
- 86 surveys mailed
- 19% response rate
- 1072 work orders
Survey Comments

• Request was submitted on January 9th as an urgent matter, but labor charges indicate no response from Facilities technician until January 21st.

• Robert was very courteous and helpful.

• The cost of Facilities services seems excessive, and it is a burden on academic departments.
Survey Comments

• Supervisors please tell your staff that they have done a sensational job keeping up with the building repairs at Campus Recreation. Great Job!

• Suggested survey improvement – Need to add “N/A or Does Not Apply” category to question #3 rating since any cost doesn’t apply and therefore we are neutral.
### Customer Project Rating Summaries

<table>
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<th>Average</th>
<th>Expectations Met</th>
<th>Responsive Coordinator</th>
<th>Accommodating</th>
<th>Helpful</th>
<th>Work Quality</th>
<th>Project Schedules</th>
<th>Courteous</th>
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Annual Project Management Survey Results

Average Project Customer Satisfaction Rating

- 2009: 3.79
- 2010: 3.88
- 2011: 3.94
- 2012: 4
- 2013: 4.13
Facilities Customer Service Improvement Initiatives

**Facilities Service Center**
The Facilities Administration area has been renovated to create a one-stop Facilities Service Center which will integrate the various Facilities customer service functions of Work Control, Administration, Quality Assurance and Communications. We are currently recruiting a new Assistant Director of Customer Services to oversee Facilities’ customer service operations.

**Dale Carnegie Training**
In the spring of 2015, Facilities supervisors and direct customer contact personnel are attending a vigorous 8-week “Customer Focused” Dale Carnegie training designed to establish a Customer Service Culture and improve our overall customer service.

**IService Desk Training**
Facilities staff have developed an IService Desk training for the University community that is set to begin this month (March 2015). This training will also serve as a direct line to our customers where we can assess their needs and adjust our processes accordingly.
Customer Concern Process
We have trained all Facilities personnel on how to process customer concerns that are received through various avenues. Once the concerns are addressed, our Customer and Communications Representative follow-ups with customers to ensure that they are satisfied with the outcome.

Customer Service Baseline Survey
Facilities is finalizing a simple but comprehensive survey for the entire University community and we plan to distribute this survey to all of Facilities customers to establish a baseline. The survey will cover all aspects of Facilities services and will enable us to detect weaknesses and focus our improvement efforts where needed.

Customer Care Champion Team
We will be setting up a “Customer Care Champion Team” made up of employees from all areas of Facilities which will strengthen the idea that Customer Service is everyone’s job. This rotating team will conduct bi-annual round table meetings with various customers to discuss issues and initiatives.
More Facilities Customer Service Improvement Initiatives

**Events Services**
We are utilizing an Events calendar which is shared with necessary personnel in order to communicate all Events that have been approved. We are now establishing a process to follow-up with customers to ensure that they were satisfied with the set up and services at their event.

**Customer Service Emails**
We are utilizing automatic emails to let customers know that their Work Order is complete and will soon be adding the name of the technician who they can expect to attend to any unmet needs. The email will end with a “How are we doing?” statement identifying our new Customer Service email as the location to respond to. These responses will be added to our Monthly Operations Review Slides.

**Operations Review Slides**
Selected Performance metric results from our Monthly Operations Review Meetings will be posted quarterly on our website in order to communicate our services.
More Facilities Customer Service Improvement Initiatives

**Facilities Guide**
We will disseminate a Facilities Guide, both in hard copy and also on our website, which will describe Facilities’ services.

**Annual Survey**
Facilities is planning to develop an annual survey that is not tied directly to a work order, but instead inquires how we are doing in general.

**Town Hall Meetings**
Facilities staff will conduct an annual “Facilities Partnering” Town Hall Meeting which will be used to engage our customers in conversations that will enhance our relationships. This forum will serve to ensure that our customers understand our processes and also to gather feedback to be used in making improvements.

**Day Two Training**
Facilities plans to develop a “Day Two” orientation for new employees which will impress upon them the customer service vision that we have in Facilities. This time will also be used to train new employees on various Departmental policies and processes such as timekeeping, Iservice Desk, I drive, mobile devices, uniform policy, etc.
Interactive Table-Top Exercise #1

What else do you feel Facilities could or should do to improve our service to you our customer?
Interactive Table-Top Exercise #2

What will **YOU** do in your office or organization to improve your customer service?