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	<p>Before The Session Begins</p> <ul style="list-style-type: none"> / Name tents, markers and attendance forms on each table / Set up overhead projector or laptop and projector and screen and flip chart / Greet participants and offer M&M's, telling them to save one for an activity they will do later. Ask them to put their first name on a name tent and sit wherever they would like. 	<p>Name tents Markers Attendance forms</p>
<p>5 min.</p>	<p>Welcome</p> <p>Introduction of Trainer Your experience as a Virginia State Parks employee, what your current job is, your training experience, and why you believe in customer service.</p>	<p>Transparency 1</p> <p>Make a name tent for yourself and draw something you enjoy doing when you are not at work.</p>
<p>7 min.</p>	<p>Program Format</p> <ul style="list-style-type: none"> / Complete training attendance forms * / Sign-in sheet ** / 3 hours long including breaks / Refreshments at any time (if provided) / Restroom location / Informal, ask questions or contribute at any time 	<p>* Send copy of ALL employees' forms to Training Coordinator in Richmond. Keep copy of ALL employee forms in each office or park.</p> <p>** Trainer's copy</p>
<p>5 min.</p>	<p>Program Background</p> <ul style="list-style-type: none"> / Just as private industry searches for excellence, so must we. Excellence is never quite achieved. Just when you get very 	

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	<p>close to achieving it, the customer’s expectations are raised to a new level.</p> <p>/ The “Your Comments Count” survey was started in 1997 to begin to assess our customers’ satisfaction. The results have been very good. But very good is not good enough.</p> <p>/ In 1998, a consultant was hired to develop a customer service training program, specifically for Virginia State Parks. Every employee, central office and field, part-time and full-time, received this training. That’s because every one of us has a responsibility, and makes a contribution, to the overall satisfaction of our customers.</p> <p>/ In 1999, to insure that customer service remained at the forefront of everything we do, the Customer Service Working Group (Virginia State Parks employees) developed a sequence of information on our <i>FOCUS for Excellence</i> philosophy.</p> <p>/ Here’s the sequence for new employees:</p> <p style="padding-left: 40px;">1. <u>Orientation Training:</u></p> <p style="padding-left: 80px;">◆ <i>First FOCUS for Excellence</i></p> <p style="padding-left: 80px;">◆ <i>Quick FOCUS for Excellence</i></p> <p style="padding-left: 80px;">◆ <i>10 FOCUS Points for Excellent Service</i></p> <p style="padding-left: 40px;">2. <u>Basic Training:</u></p> <p style="padding-left: 80px;">◆ <i>Perfecting FOCUS for Excellence</i></p> <p style="padding-left: 40px;">3. <u>Continuous Education and Awareness:</u></p> <p style="padding-left: 80px;">◆ <i>Sharper FOCUS for Excellence</i></p> <p>/ To insure that this training remains a priority, training standards have been put into place.</p> <p style="padding-left: 40px;">◆ <u>Long Term P-3s and P-14s:</u></p> <p style="padding-left: 40px;">Day 1: Supervisors provide a personal introduction to customer service expectations. This orientation is called <i>First FOCUS for Excellence</i>. New employees are given the customer service handbook, <i>Quick FOCUS for Excellence</i> to learn more about the expectations we have for demonstrating service excellence on the job.</p> <p style="padding-left: 40px;">Day 1: A laminated card with the service behaviors we</p>	<p>Transparency 2</p> <p>Transparency 3</p>
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	<p>strive to demonstrate daily is presented. This “pocket jogger”, known as the <i>10 FOCUS Points for Excellent Service</i>, serves as a constant reminder to all employees to display these behaviors with all of their customers. The pocket jogger will also show the Service Recovery Process.</p> <p>Within 3 months: Attend this 3-hour basic training, <i>Perfecting FOCUS for Excellence and Service Recovery</i> to give you skills to help you perfect these behaviors on the job.</p> <p>Annually: Participate in continuous education and awareness activities throughout the year. This includes FOCUS POINTS and other Sharper FOCUS training sessions.</p> <p>◆ <u>Seasonal and Short Term Employees:</u></p> <p>Day 1: <i>First FOCUS for Excellence</i> orientation <i>Quick FOCUS for Excellence</i> handbook <i>10 FOCUS Points for Excellent Service</i> pocket jogger</p> <p>Within 10 days: <i>Perfecting FOCUS for Excellence and Service Recovery</i> basic training</p> <p>Optional: <i>Sharper FOCUS for Excellence</i> if returning to work and have already attended the <i>Perfecting FOCUS for Excellence</i> training.</p> <p>/ This is not a one time, one shot, “program of the month”. This <i>FOCUS for Excellence</i> philosophy will be ongoing and never-ending. Simply, it will be the <u>WAY</u> we do business.</p>	<p>While the Quick Focus Booklets and pocket joggers should be distributed by immediate supervisors, trainers should have a supply on hand for employees who have not received them.</p>
<p>Allow about 30 seconds for each person</p>	<p>Introduction Of Participants</p> <p>Tell Participants to designate one M&M and set it aside.</p> <p>Display Transparency 4.</p> <p>To get to know the people we work with better, introduce yourself by giving us:</p>	<p>Transparency 4</p> <p>Write words on preprinted flip chart and post on the wall</p>

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	<ul style="list-style-type: none"> ◆ Name ◆ Park or Department ◆ One word that describes excellent service (words cannot be used twice) ◆ Tell us about your M&M <p>The purpose of these introductions is to get to know something about each other that might be used to spark further conversation and build new relationships with co-workers.</p> <p>It also gives us a list of adjectives that <u>you</u> have developed that describe the service we seek to provide to our customers.</p>	<p>during the session</p>
<p>15 min.</p>	<p>You As A Customer</p> <p>/ We are all customers somewhere every day. When you leave work, you may go to the DMV, Kroger, Wal-Mart, JCPenney, Joe’s auto repair, the Shell station, Trigon insurance company or McDonald’s. Think about the service you have had at these places. What is the <u>best</u> customer service you have ever had and what is the <u>worst</u> customer service you have ever had <u>when you were the customer</u>? We want to hear the good, the bad, and the ugly!</p> <p>/ Trainer gives an example of each.</p> <p>/ Talk among yourselves at the table and decide who has had the best experience and who has had the worst. Be prepared to share with the group.</p> <p>/ Give them 5 minutes to discuss. Ask for stories from each table. Ask how they felt in those situations.</p> <p>/ The same things that make us feel good or bad about doing business with someone are the same things that your customers will feel. Try to keep in mind your expectations as a customer as we go through this class. Ask yourself if this is a TLC moment. Tender loving care is what this usually means and it does have application with customers, but today TLC stands for Think Like A Customer. This will help us to see the customer’s point of view and make it easier to react if you ask yourself, “what would I want if I was in this situation”.</p>	<p>Transparency 5</p> <p>A good and bad example of service YOU have had. Show any tangible examples of excellent customer service.</p>
		<p>Optional</p>

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2 min.	Distribute Participant Handouts	Participant handouts
2 min.	<p>Training Objectives</p> <p>/ To familiarize Virginia State Parks employees with the <i>Perfecting FOCUS for Excellence</i> program and its future.</p> <p>/ To identify the customers of Virginia State Parks and why they are important.</p> <p>/ To define customer service excellence and why it is important to your individual park or department.</p> <p>/ To recognize examples of customer service excellence.</p> <p>/ To practice the skills and behaviors necessary for successful customer interactions.</p> <p>/ To provide employees with the standards and principles of the Virginia State Park Service Recovery process.</p> <p>/ To develop strategies for dealing with potentially difficult customers in situations common to Virginia State Parks employees.</p>	Transparency 6
10 min.	<p>Who Are My Customers?</p> <p>/ Turn to page 3. Define and discuss the difference between external and internal customers.</p> <p>A customer is anyone who depends on you for a product, service, information or support.</p> <ul style="list-style-type: none"> ◆ External Customers (DO NOT work for the agency) ◆ Internal Customers (DO work for the agency) 	Transparency 7

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	<p>/ Individually, write down who some of your <u>external</u> customers are and something specific for which they depend on you. Write down who some of your <u>internal</u> customers are and something specific for which they depend on you.</p> <p>/ On the flip chart, write EXTERNAL on the top left and INTERNAL on the top right with a line drawn down the middle.</p> <p>/ After participants have at least 2 of each type of customer, ask them to call them out and write them on the flip chart. Review the list and discuss.</p> <p>/ Most of us know how we are supposed to treat the external customer because they “pay our salary”. The same principles apply to internal customers. All the things we say about how to treat the external customer also apply to our internal customers.</p>	
<p>15 min</p>	<p>Internal Customer Service</p> <p>To better understand how we are customers to one another, we are going to do a simple and fun activity.</p> <p>Construction Project</p> <p>Instructions:</p> <ul style="list-style-type: none"> • Delegate objective observer to judge points, Will need tape measure or ruler • Have participants divide into 2 groups • Give each group a pack of 3X5 index cards, 20 straws, and a roll of tape • Each group will be building a prototype for the new modern overnight cabins for Virginia State Parks. Instruct the group to discuss the planning of the project briefly prior to initiating the project. • Outline specifics of the design: <ul style="list-style-type: none"> ○ Must be at least 10” in height ○ Must have at least 2 floors ○ Must have at least 2 windows ○ Must have at least two doors ○ Must have at least 1 roof 	<p>Supplies needed: Index cards Drinking straws Tape Markers/crayons Scissors ruler</p> <p>Transparency 8</p>

	<ul style="list-style-type: none"> • Did you work with other groups or share resources? • Did you finish before the deadline? If not, what happened? • Did you ask me for directions? If not, why? • How did teamwork affect external customer service? • How does this relate to what you do in Virginia State Parks? Can you provide specific examples? <p>Follow-Up</p> <p>/ This activity demonstrates how:</p> <ul style="list-style-type: none"> ◆ employees depend on one another to get their job done; ◆ internal relations affect the external customer; ◆ doing your job incorrectly will negatively affect other employees down the line and the end product; ◆ the need for creative thinking, problem solving and team work; ◆ to have pride in a finished product <p>/ Internal customer service generally means giving employees the same service and quality that you give to external customers. Specifically:</p> <ul style="list-style-type: none"> ◆ Internal customer service is <u>respecting employees</u>. An employee’s treatment of an external customer often mirrors the way that employee is treated on the job. ◆ Internal customer service is <u>responding to needs</u>. Just as customer surveys identify the needs and desires of external customers, an internal survey process should do the same thing for employees. ◆ Internal customer service is the <u>same thing as quality</u>. The level of quality an organization provides for itself internally is likely the same quality it will provide to external customers. ◆ Internal customer service <u>requires a focused effort by the entire organization</u>. Internal service 	<p>Transparency 11</p>
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	<p>is something that the organization does, to and, for itself.</p> <p>◆ Internal customer service is <u>a process, not a program</u>. It is something you do with everyone every day.</p> <p>/ How does this apply to Virginia State Parks?</p> <p>/ The quality of the service internal and external customers receive is often related to the ability of employees to work together in a cooperative manner.</p> <p>/ We should treat internal customers the same way we are expected to treat those people who “pay our salary”.</p> <p>/ Typically, front line employees are considered "responsible" for customer service. But customer service does not stop at the service counter or information desk. The people who do the front line work need strong support from the rest of the organization. Everyone in the organization serves someone else.</p> <p>What goes around, comes around! To serve the external customer, you must first serve the internal customer.</p>	
<p>10 minutes</p>	<p>Internal Customer Service : 5 Sure Bets to Internal Customer Service</p>	<p>Transparency 12</p>
<p>20 minutes</p>	<p>Fish! Philosophy</p> <p>Fish! Video and discussion</p> <ul style="list-style-type: none"> • Be There • Make Their Day • Choose Your Attitude • Play 	

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20 min.	<p>Customer Service Excellence</p> <p>/ Give a piece of flip chart paper to each table. Assign one of the questions to each table and have them write their answers on the flip chart paper. <u>Remember to TLC, think like a customer!</u></p> <p>/ Post on the wall. Let each table report their information.</p> <p>1. <u>Definition Of Customer Service Excellence</u> Summarize their responses and include the following if not already mentioned.</p> <ul style="list-style-type: none"> ◆ consistent delivery of a product or service ◆ timely ◆ convenient to the customer, not just us ◆ courteous, pleasant people ◆ fair ◆ cooperative ◆ exceeds customers' expectations <p>2. <u>Barriers To Customer Service Excellence</u> Although there are many barriers to providing service, being polite and helpful is a part of every Virginia State Parks employee's job. Summarize their responses and include the following if not already mentioned:</p> <ul style="list-style-type: none"> ◆ time - lack of staff ◆ policies - budget ◆ bureaucracy - deadlines ◆ attitudes ◆ lack of internal cooperation ◆ lack of management support and reinforcement ◆ lack of, or quality of, equipment or resources <p>3. <u>Why Customer Service Excellence Is Important</u></p>	Flip Chart

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	<p>Summarize their responses and include the following if not mentioned:</p> <ul style="list-style-type: none"> ◆ make your job easier ◆ may save your life ◆ reduces negative publicity ◆ reduces stress ◆ may calm an angry customer and prevent further problems ◆ satisfied customers will return <p>4. <u>Examples of Providing Customer Service Excellence</u> Ask participants to brainstorm a list of things they do, or could do, to provide service excellence to external or internal customers. Be sure to get examples from the central office and parks.</p>	
<p>5 min.</p>	<p>Service Behaviors</p> <p>/ I want you to again, TLC, think like a customer. When you have to buy products or services, <u>what do you NEED or EXPECT</u> from those businesses or agencies. Think about things such as hours of operation, product selection, the exchange policy, staff availability, information, etc.</p> <p>/ Have each table group come up with 3 – 5 things, then come up and write on a flip chart. All responses will be on one or two sheets of paper. Post on the wall. Review as a whole group.</p> <p>/ Compare the things on the flip chart to the 10 FOCUS Points for Excellent Service. The things you need or expect are likely the same things your customers need or expect.</p> <p>The Virginia State Parks 10 FOCUS Points for Excellent Service were determined through individual interviews and focus groups with employees. These behaviors were identified as the most important things to remember when dealing specifically with Virginia State Parks’ internal and external customers. Remind them to carry them or put them somewhere they will be seen every day.</p> <p>/ Notice that these 10 are numbered but are not ranked</p>	<p>Flip chart</p> <p>Refer to the pocket jogger they received the first day on the job.</p> <p>Transparency 13</p>

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	<p>according to priority. Instead they are listed in this order because this is generally the order in which you would actually do these things with a customer.</p> <ol style="list-style-type: none"> 1. Smile 2. Greet Immediately 3. Listen Actively 4. Be Responsive to Complaints 5. See the Customer's Point of View 6. Be Attentive to Special Needs 7. Offer Options and Solutions 8. Convey a Positive Attitude at All Times 9. Show Appreciation 10. Say "Thank You!" and "You're Welcome!" <p>/ These behaviors may seem like common sense and basically that's true. However, when we discussed your needs or expectations as a customer, we agreed that not everybody uses common sense. Common sense is acquired through life experiences, but unfortunately not everyone is exposed to the same experiences.</p> <p>/ Most of us know to do these things, but often we get lazy or forget to practice these behaviors. Trainers: make sure you put yourself in this category to ward off defensiveness and reduce any feelings of inferiority.</p> <p>/ The purpose of the <i>10 FOCUS Points for Excellent Service</i> cards is to remind us to do these things with every person every day.</p>	<p>Trainers: remember to ask repeatedly through the rest of the training if any of the concepts or skills covered are examples of the <i>10 FOCUS Points for Excellent Service</i></p>
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<p>10 min.</p>	<p>First Impressions</p> <p>Trainers: At some point during this section, (not necessarily when discussing body language) tell the group they look like they could use a good stretch. Ask them to make a circle with their thumb and forefinger. Stretch this arm high in the air. Then say, “put this circle on your chin” but actually put it on your cheek.</p> <p>Most people will do <u>what you do</u>, not <u>what you say</u>. Use this example as an opportunity to demonstrate that people pay more attention to our body language than the words we use.</p> <p>/ YOU ARE Virginia State Parks! At any given moment, you represent the entire agency in the eyes of park visitors. To staff, you represent your entire department or park.</p> <p>/ As a whole group, identify examples of how you could create a negative first impression with each of the things listed on page 7. <u>Remember to TLC, think like a customer!</u></p> <p>/ Assign 1 or 2 of these 7 things to each table. Hand out Flip chart paper and pens. As a table group, write VERY specific, Virginia State Parks related examples of how to create a positive first impression. Write as many as you can in 2 minutes.</p> <p>1. Appearance</p> <p>Right or wrong, people do form a first impression by the way we look. Therefore, be sure that you are always appropriately dressed for your particular job situation. Clothing should be clean, pressed, in good repair and freshly laundered. Personal hygiene is a must in any situation.</p> <p><u>Examples:</u></p> <ul style="list-style-type: none"> ◆ shirt tucked in ◆ sunglasses off when speaking with a customer ◆ little or no cologne or perfume ◆ clean hair ◆ jewelry and nails appropriate to the situation ◆ name tag on straight 	<p>Circle on the Chin</p> <p>Transparency 14</p> <p>Flip Chart paper and pens</p> <p>Stop watch or wrist watch</p>

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	<p>patterns are easy to fall into when you say the exact same phrase repeatedly. However, every customer wants, and deserves, to be treated like the first customer of the day.</p> <p><u>Examples:</u></p> <ul style="list-style-type: none"> ◆ no sarcasm, accusatory or bored tone ◆ no condescending or talking down to people ◆ empathic tone when customer is upset ◆ a tone that genuinely expresses interest in the customer <p>4. Job Knowledge It is critical that you know every aspect of your job, especially the things your customers ask for the most. If you don't know, it reduces your credibility and authority and leaves the customer frustrated. If you really don't know, smile, say, "That's a good question. Let's find out." Then find the answer right then so the customer will regain confidence in you.</p> <p><u>Examples:</u></p> <ul style="list-style-type: none"> ◆ directions to the interstate or area restaurant ◆ hours of operation ◆ how to fill out required forms ◆ reservation procedures <p>5. Appearance Of Work Area Or Facility Are these areas clean, dusted, neat, organized and accessible?</p> <p><u>Examples:</u></p> <ul style="list-style-type: none"> ◆ orderly brochure racks ◆ mowed grass ◆ uncluttered desk ◆ no open food or beverages in eyesight ◆ emptied trash cans ◆ clean counter at the snack bar <p>6. Written Communications A positive image is important in written communications, too! Don't depend on spell check!</p> <p><u>Examples:</u></p> <ul style="list-style-type: none"> ◆ straight, not crooked printing on flyers 	17

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	<ul style="list-style-type: none"> ◆ proper grammar ◆ communicates the message succinctly ◆ no smudges or stains on the paper <p>7. Attitude People can determine your attitude, usually within the first 10 seconds of an encounter. A combination of appearance, body language and tone of voice convey your attitude. Because attitudes are contagious, your attitude may ripple off onto the customer, positively or negatively.</p> <p><u>Examples:</u></p> <ul style="list-style-type: none"> ◆ Greet each new task as an opportunity for accomplishment. ◆ Do whatever it takes to get the job done right. ◆ Do the best you can every day. ◆ Set aside personal differences when you work with others. ◆ Share your knowledge and experience with others. ◆ Place employer goals above personal goals. ◆ Speak well of your employer to customers. <p>First impressions are lasting impressions, so it is very important that they are positive impressions.</p>	Transparency 18
20 min.	<p>Active Listening</p> <p>Listening Quiz</p> <p>/ It is time to take a short quiz. Don't worry, you will grade your own papers and I won't look at your answers. Turn to page 8. Listen carefully to each question; some are verbal questions and some are mathematical questions. Do all calculations mentally, writing <u>only</u> the answers down on the paper.</p> <p>/ Read questions; don't repeat unless they ask; read at normal rate of speed. When finished, give the correct answers.</p>	Listening quiz questions

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	<p>/ <u>Discussion questions:</u></p> <ul style="list-style-type: none"> ◆ Did you get tired and quit listening? ◆ Did you really listen to the whole message or start writing before I finished talking? ◆ Why did you or did you not ask questions? ◆ How does this relate to your job? <p>/ Listen actively means to concentrate on what's being said using your mind, body and emotions. It means reading between the lines to determine what is the real, message being communicated. It means remembering that messages are communicated 55% by body language, 38% by tone of voice and 7% by words. Refer back to discussion of body language.</p> <p>/ In order to meet the needs of your customers, you must sharpen your active listening skills. Here's why and what's in it for you:</p> <ul style="list-style-type: none"> ◆ Prevents the embarrassment of asking a customer to repeat information. ◆ Allows you to understand fully what the customer needs. ◆ It enables you to get pertinent information that can assist with finding solutions to customer needs. ◆ It lets customers know right away that you care about what they have to say. <p>The tips on page 9 are a review of the skills necessary for listening actively.</p> <ol style="list-style-type: none"> 1) Get ready to listen. Have paper and a pen close by to take notes of details. Have information relative to frequent requests easily accessible. 2) Hear the entire message. Avoid making judgments or deciding a course of action until the customer has delivered the entire message. 3) Ask questions when necessary. Paraphrase the message back to the customer to check your understanding. 4) Let the customer know you are listening by leaning forward, nod your head affirmatively and use interjections such as, "I see, yes, tell me more, okay", etc. 5) Don't interrupt. If a customer starts to ramble 	<p>Transparency 19</p> <p>Transparency 20</p>
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	<p>and stray from the issue at hand, wait for a pause in the conversation. Listen carefully, it may be a short pause! Then enter the conversation by calling the person by name.</p> <p>6) Avoid daydreaming. It will save time and the embarrassment of having to ask the customer to repeat information.</p> <p>7) Give appropriate feedback that is designed to be helpful, not critical.</p> <p>8) If a request cannot be handled immediately, give the customer a specific time when they can expect an answer and be sure to follow through.</p> <p>9) Control your emotional "hot buttons" in order to be sure you hear the entire message. Take silent, deep breaths if someone's anger or frustration activates your hot buttons.</p> <p>9) Don't deny what the customer is feeling by saying things like, "Don't worry" or "You shouldn't be so upset".</p> <p>FOCUSing on the Phone</p> <p>Trainers: If time permits, you may choose to review these tips. If time is limited, you may refer them to pages 10-11 for future reference.</p> <ol style="list-style-type: none"> 1. Put a smile in your voice. 2. If someone is not available, ask if you or someone else can help. 3. When you have a customer on line 1 and a call comes in on line 2, ask the customer on line 1 if you may put them on hold. Wait for the customer's response. Answer line 2 and tell them you will be with them in just a moment. Finish with the call on line 1. 4. A ringing telephone always has first priority. It is distracting. Place that call on hold and return to the first caller or the person you are assisting in person. 5. When calls are received for someone who is on another line, ask the caller if they would like to hold or have the person return their call. 6. When someone is on hold, check back after 30-45 seconds to let them know you haven't forgotten them 	<p>Transparency 21</p>
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	and give them a status report.	
	7. Avoid telephone tag by informing the person when they can expect their call to be returned.	
	8. Handle internal calls with the same courtesy and professionalism as external calls.	
	9. Ask permission to forward your calls to another person or office. Tell them of any particular call you are expecting and when you expect to return.	
	10. Make sure that a caller is placed on hold before discussing the caller with a co-worker.	
	11. If you haven't been able to reach someone, ask when it would be a good time to call.	
	12. Deliver faxes to co-workers immediately.	
	13. Receive no incoming calls or beeper messages during training or meetings. It is rude.	
	14. If a cell phone or beeper is vital to your particular job function, switch them to the vibrating mode.	
	15. If you must use a speakerphone, inform the caller immediately and let them know who else is in the room.	
	16. Write your telephone number as you are giving it to someone. It makes you talk slower.	
	17. Keep paper and pens near every phone to take notes or messages.	
	18. Deliver a person's messages immediately.	
	19. Focus on the caller and listen actively. Don't have a conversation with someone in person and on the telephone at the same time.	
	20. Say "please hold" rather than "hang on". It sounds better.	
	21. Be aware of any background noises and eliminate them if possible.	
	22. When meeting with someone, do not take calls.	
	23. End the conversation on a positive note, if possible.	
	24. Greet the caller by identifying your department or park and yourself.	
	25. Answer the phone promptly, by the 3 rd ring.	
	26. Don't eat, drink, chew or smoke when talking on the telephone.	
	27. Speak clearly and at a moderate pace.	
	28. Your attitude is reflected in the tone of your voice.	
	29. Don't interrupt a caller unless they are rambling. Enter the conversation by calling them by name or sir or ma'am.	
	30. Know the answers to frequently asked questions	
	31. Check voice mail frequently and return calls within 24 hours.	

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	32. If requested, screen calls by saying, “Joe’s not available now. May I have him return your call”. 33. If someone is expecting a call, ask the caller, “may I tell her who’s calling”. If it is not the expected call say “Marie’s not available now. I will have her call you as soon as she is free.” 34. Take good messages. Repeat them back to be sure that your message is correct. 35. Voice mail greetings should be professional, informational and brief.	
20 min.	<p style="text-align: center;">Do’s and Don’ts For Angry Customers</p> <p>/ Briefly go over the Do’s and Don’ts for Angry Customers on pages 12 and 13</p> <p>/ Everybody has a tendency to get angry when they are not getting what they want. One of the purposes of leisure time is to reduce stress, so we need to make a concerted effort to make the external customer using our facilities as happy as possible. For internal customers, angry situations between co-workers turn into grudges that snowball into more conflict.</p> <p>As much as you would like to, you can’t change other people. You can only change your reaction to their behavior.</p> <p style="text-align: center;">A Dozen Do’s And Don’ts For Angry Customers</p> <ol style="list-style-type: none"> 1. DO present a positive first impression with your appearance. It gives you credibility. 2. DO display positive, open body language; no sighs, eye rolls, frowns or hands on your hips. 3. DO speak calmly and evenly, not loud and sarcastic. 4. DO remain calm and maintain eye contact. If necessary, quietly take slow, deep breaths or squeeze something in your hand such as a pen or a tool. 5. DO use “I” and “we” statements instead of “you” statements to prevent the customer from getting defensive. 6. DO hang the phone up GENTLY after talking with an angry customer. 7. DO tell customers what you can do or what they need to do to get what they want. Never give customers orders or demands unless it is a law enforcement issue. 	<p style="text-align: center;">Optional (trainer may want to refer employees to read these pages at a later time)</p> <p style="text-align: center;">Transparency 22</p>

	<ol style="list-style-type: none"> 8. DO show empathy by letting the customer know you can see, or understand, why they are angry. Remember to TLC, think like a customer. What would you want to happen if you were in their situation? 9. DO ask questions to be sure that you understand the problem exactly. 10. DO offer to let the customer talk with someone else if you start getting emotional and need to move away from the situation. 11. DO apologize for the situation, not that you were responsible for it. 12. DO admit it quickly if you make a mistake. Correct it immediately and offer something extra to make up for the mistake. <ol style="list-style-type: none"> 1. <i>DON'T interrupt unless the customer is rambling, repeating themselves or the situation is getting out of hand. If necessary, interrupt by calling them by name, sir or ma'am.</i> 2. <i>DON'T assume you know what the customer is going to say. Listen actively, giving the conversation your full attention.</i> 3. <i>DON'T take complaints personally. Customers are usually mad at the situation, not you personally.</i> 4. <i>DON'T make the customer feel like they are stupid or a bother. They don't know you have answered that same question 50 times that day.</i> 5. <i>DON'T blame other employees, parks, departments or state government for customers' problems. Speak well of your co-workers and the department or say nothing at all.</i> 6. <i>DON'T argue with a customer. It will only make the situation worse and prolongs solving the problem.</i> 7. <i>DON'T say, "I don't know". Make it a point to know or say, "let me find out for you".</i> 8. <i>DON'T hang up on a customer unless they are threatening or cursing you. Politely tell them, "I can't help you when you are this upset. I am going to hang up now. Please call back when you calm down."</i> 9. <i>DON'T give the customer the "bureaucratic bounce". Take the responsibility of getting them to the right person or place. It makes you look great when you get them where they need to be.</i> 10. <i>DON'T use departmental jargon that the customer may not understand. It just gives the customer something else to be mad about.</i> 11. <i>DON'T react to customers' generalized statements like "you people".</i> 12. <i>DON'T minimize a customer's situation just because it is</i> 	
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	<p><i>not really a major issue. At that moment, it is the most important thing on a customer's mind.</i></p> <p>FOCUSING on Solutions Scenarios</p> <p>/ Now we will continue to apply these behaviors and skills to solve some common internal and external customer service situations that affect our ability to FOCUS for Excellence.</p> <p>/ Each table group will have one internal and one external scenario to discuss and propose solutions. Write your solutions and the 10 FOCUS Points for Excellent Service that could be used in these instances on flip chart paper. Be prepared to read or summarize the scenario so everyone will be familiar with the situation.</p> <p>/ Post on the wall. Discuss as a whole group.</p> <p>/ Because customer service involves human beings, rarely is there a cut and dried, one right formula for providing excellent service. It involves T.L.C. – thinking like a customer and trying to find win-win solutions. It takes a spirit of willingness to help and creative thinking to satisfy the needs of internal and external customers.</p> <p>Employee Incentives FOCUS WEEK</p>	<p>Suggestion: This activity may be done as a role-play.</p> <p>Transparency 23</p> <p>Scenarios Flip Chart paper Markers</p> <p>Transparency 24 Transparency 25</p>
<p>30 Min</p>	<p>Service Recovery</p> <p>Introduce this section of the training by reminding employees that</p>	

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	<p>our first objective is to AVOID bad customer experiences. However, service recovery is the next step when something goes wrong.</p> <p>Why should we care when a customer has a problem?</p> <p>“Just when everyone is saying how great you are is when you’re the most vulnerable.” Walt Disney</p> <p>Offended Customers:</p> <ul style="list-style-type: none"> • 50% of offended customers will complain at the site. • Only 4% will complain to the head office. • On average an offended customer will tell 9-10 others how bad your service is. <p>The cost of unhappy customers:</p> <ul style="list-style-type: none"> • 91% of offended customers never make another purchase from that provider in many businesses • A 1% increase in customer retention equals a 7% increase in profits • It costs 5 times as much to gain a new customer as it does to keep an existing one. <p>It’s not just about money... It’s about YOU too!</p> <ul style="list-style-type: none"> • An unhappy customer means we are failing to meet our mission • When a customer is unhappy, we lose the pride that comes from doing our job well • Helping recover from a bad experience is as rewarding for the employee as it is for the customer...you just feel better. <p>What is Customer Service Recovery really all about? “Recovery is the focused effort by a service provider to return the aggrieved customer to a state of satisfaction with the institution.” (Ron Zemke; Service Recovery, Fixing Broken Customers)</p> <p>No matter how hard we try, bad things will sometimes happen</p> <p style="text-align: center;"><u>Group Activity</u> “My Not So Perfect Visit to a Virginia State Park”</p> <p>The purpose of this activity is to get the group thinking about parks. It is also a team building activity and its fun!</p>	<p>Transparency 26</p> <p>Transparency 27</p> <p>Transparency 28</p> <p>Transparency 29</p> <p>Transparency 30</p> <p>Transparency 31</p> <p>Transparency 32</p>

	<p>Divide into groups and ask each group to answer several of the questions provided on hand-out. Encourage them to have fun and be creative with their answers.</p> <p>When group has finished answers, read the story by filling in the blanks with their answers.</p> <p>What do offended customers want?</p> <ul style="list-style-type: none"> • What they were promised or expected in the first place Visitors put enormous pressure on their park visits...they want everything to be perfect •Just because they didn't listen, didn't read, or didn't use good judgment, doesn't change the fact that they had high expectations <ul style="list-style-type: none"> •And, yes, we do fail to provide what we promised sometimes. •If at all possible, the problem should be fixed by the first employee the customer encounters. <ul style="list-style-type: none"> • Some personal attention Stop what you are doing and give the customer your full attention <ul style="list-style-type: none"> •Allow the customer to talk •Give them an honest explanation...not a lie, and not an excuse <ul style="list-style-type: none"> •Let the customer talk to your boss •Tell how long it will take to solve the problem •Bottom line...make the customer feel like you care <ul style="list-style-type: none"> • A decent apology <p>“Although a simple apology costs nothing to deliver, we find it forthcoming in fewer than 48% of the cases...” (Zemke)</p> <p>You don't have to accept blame to apologize... “I'm sorry the key was not at the cabin” is <u>not</u> the same as saying you were the one who forgot to put it there.</p> <p>Customer satisfaction increases 10-15% when the apology sounds genuine... don't fake it...you really do care, don't you? Apologize in the first person...“I”, not “we”</p> <p>“Research has shown that the single most important aspect of a response is a clear, believable explanation of what happened and what will happen.” (Zemke)</p> <p>The most common reason for not providing the customer with a good explanation of what has happened and what will happen to fix it is that the employee doesn't know.</p> <p>What do customers <u>never</u> want?</p> <ul style="list-style-type: none"> • To feel they caused the problem (even though they do cause the problem in about 30% of the cases.) • That they are stupid because they made a mistake. <p>The Service Recovery Process</p>	<p>Transparency 33</p> <p>Transparency 34</p> <p>Transparency 35</p>
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	<ol style="list-style-type: none"> 1. Acknowledge that the customer is experiencing an inconvenience and apologize for it. 2. Listen, empathize, and ask open questions. 3. Offer a fair fix to the problem 4. Offer some value-added atonement (coupons, discounts, refunds) for the inconvenience or injury in appropriate cases. 5. Keep your promises. 6. Follow up. <p>1. Acknowledge that the customer is experiencing an inconvenience and apologize for it. Empathy is an expression of your concern and regret that the person has had a bad experience. There is a difference between empathy and sympathy...don't take the customer's side against your own organization...that just gets everyone is mad at everyone!</p> <p>2. Listen, empathize, and ask open questions. Let the customer speak No really...let the customer speak. Most of the time, just getting it off their chest helps solve the situation Open questions: ☺ What happened then? Who did you talk to? Closed questions: ☹ Didn't the maintenance staff already bring you a picnic table? Why didn't you bring your confirmation letter with you?</p> <p>3. Offer a fair fix to the problem Try to restore whatever it was that the customer wanted in the first place Draw from standard practices and prepared solutions if possible Involve the customer...“Would it help if we did the following?” Whenever possible, the employee who received the complaint should fix the problem.</p> <p>4. Offer some value-added atonement for the inconvenience or injury. Not all situations require “atonement”...only when the customer feels “injured” The atonement doesn't have to be large in most cases Studies show that employees usually think the customer wants more than the customer does It helps to have standard “peace offerings” on hand ahead of time. Our Standard “Peace Offerings” Customer Repair Kits: Each park should have these in numerous places throughout the</p>	<p>Transparency 36</p> <p>(Trainer should add some personal stories here if possible)</p> <p>Transparency 37</p>
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	<p>4. Refunds for Fees and Services 5. Merchandise Refunds 6. Refund Policy (camping and cabins) 7. Cancellation and Transfer Policy (camping, cabins, and shelters) 8. Citizen Injury and Citizen Property Damage 9. When Customers Have Concerns about State Park Fees</p> <p>Group exercise: Scenarios and Solutions Scenarios may be done as a role play. Be sure to pick scenarios appropriate for the group you are training.</p> <p>Evaluating our Solutions: First: In this scenario, what customer expectation did we fail to meet? Evaluating our Solutions: Listen, empathize, and ask open questions. Offer a fair fix to the problem Offer some value-added atonement (coupons, discounts, refunds) for the inconvenience or injury in appropriate cases. Keep our promises. Follow up. Acknowledge that the customer is experiencing an inconvenience and apologize for it.</p> <p>Open Discussion How do you feel about dealing with unhappy customers? Do you feel you have the freedom and authority to take recovery actions? What do we need to do if we want to be better?</p> <p>Good service recovery assumes the following: The problem can and will be fixed. Fix the person, then the problem. Customers have clear recovery expectations Customers expect you to care. Recovery is psychological as well as physical. Work in a spirit of partnership. Create a planned process for recovery.</p> <p>The organizational requirements for good service recovery: Focused recovery training Recovery standards The organization is “easy to complain to”</p>	<p>Transparency 40</p>
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