



Welcome

Perfecting FOCUS and Service
Recovery

FOCUS for Excellence Customer
Service Training

Virginia State Parks



FOCUS Sequence

- First FOCUS for Excellence
- Quick FOCUS for Excellence
- 10 FOCUS Points for Excellent Service
- Perfecting FOCUS and Service Recovery
- Sharper FOCUS for Excellence

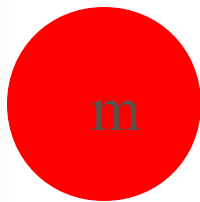


Training Standards

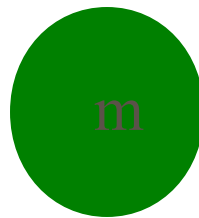
	Long term P-3's & P-14's	Seasonal and Short Term Employees
First FOCUS	Day 1	Day 1
Quick FOCUS	Day 1	Day 1
10 FOCUS Points for Excellent Service	Day 1	Day 1
Perfecting & Service Recovery	Within 90 Days	Within 10 Days
Sharper FOCUS	Continuous Education and Awareness	Continuous Education and Awareness

Getting To Know You Stories

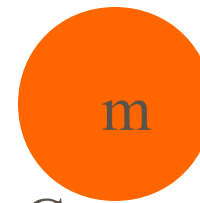
- Your Name
- Park or Department
- One word that describes excellent service
- Tell us about your M&M



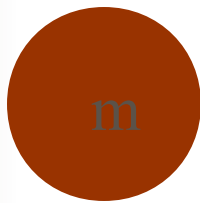
First Car



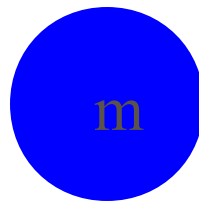
Best Vacation



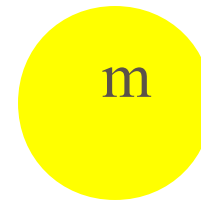
Greatest
Accomplishment



Pets & Names



I love to ...



Favorite Food

Customer Service Stories



The Good

t h e b a d

The Ugly





Training Objectives

- To familiarize Virginia State Park employees with the FOCUS for Excellence Program
- To identify the customers of Virginia State Parks and why they are important
- To define customer service excellence and why it is important to your individual park or department
- To recognize examples of customer service excellence
- To practice skills and behaviors necessary for successful customer interactions
- To provide employees with the standards and principles of the Virginia State Park Service Recovery Process
- To develop strategies for dealing with potentially difficult customers in situations common to Virginia State Parks employees

Who Are Your Customers?

A Customer is Anyone who depends on you for a:

- Product
- Service
- Information
- Support



Construction Project Design Criteria

- 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
- Must be able to withstand a 2 ½ foot drop (tornado)



POINT SCALE

- **Height measurement:** 1 pt. for each inch in height (Ex: 8' = 8 points) Max 10 points
- **Floors:** 1 floor = 5 pt., 2 floors = 10 pt.
- **Windows:** 1 window = 5 pt., 2 windows = 10 pt.
- **Doors:** 1 door = 5 pt., 2 doors = 10 pt.
- **Roof:** Flat Roof = 20 pt. Multilevel or "A" Frame = 25 pt.
- **Extras :** Floor, Shutters, Deck, Walkways, Chimney (1-5 pt. May be awarded for extras)
- **Goal 60 Points**





POINTS AWARDED

Activities

Points

■ Height measurement:

■ Floors:

■ Windows:

■ Doors:

■ Roof:

■ Extras : _____

TOTAL



Internal Customer Service

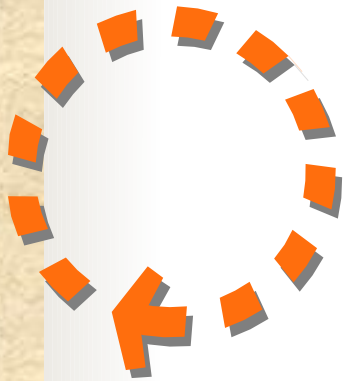
- Respecting employees
- Responding to needs
- Indication of quality
- Focused effort by entire agency
- A process, not a program



Internal Customer Service

What Goes Around, Comes Around

To serve the EXTERNAL
Customer, you must first serve
the INTERNAL Customer



10 FOCUS Points for Excellent Service

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!"**





5 Sure Bets to Great Internal Customer Service...

1. From One Horse to Another:

Communicate- If you are having a problem with a co-worker, sit down and talk it out. Don't keep it bottled up, don't talk about the person and your problems with other co-workers and don't use personal attacks thinking it will solve something.



2. Give that horse a carrot

Show Appreciation. We all like to know we are doing good and are appreciated. Take time to thank the people around you everyday.



3. Stay in the Race by Responding...

Answer phone and email messages within 24 hours of receiving them, even if your message is just to say you got their message and will get back to them soon. “Two days is too late.”



4. A Horse of A Different Color

Respect employee differences. We all have different backgrounds, religions, races and views on all kinds of subjects. Differences can be a good thing and we can learn from others. Often the best solutions come from discussions of different ideas. Allow others a chance to express their opinions.



5. Don't repeat anything you didn't hear from the the horse's mouth.

Eliminate rumors and gossip. Rumors and gossip about fellow employees in the work place are damaging to individuals and the organization. They hurt productivity, careers and personal lives. Think about how you or your family would feel if someone was doing this to you and don't entertain such practices.



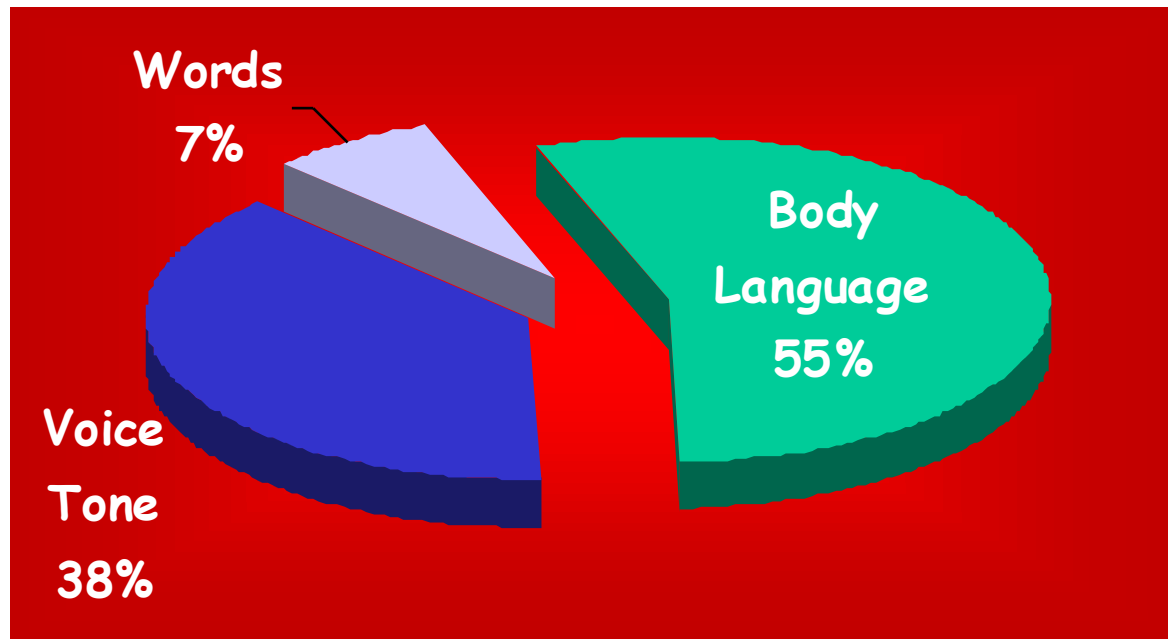
Making a Positive First Impression You ARE Virginia State Parks!

- Appearance
- Body Language
- Tone of Voice
- Job Knowledge
- Appearance of Work Area or Facility
- Written Communications
- Attitude

How Messages Are Communicated



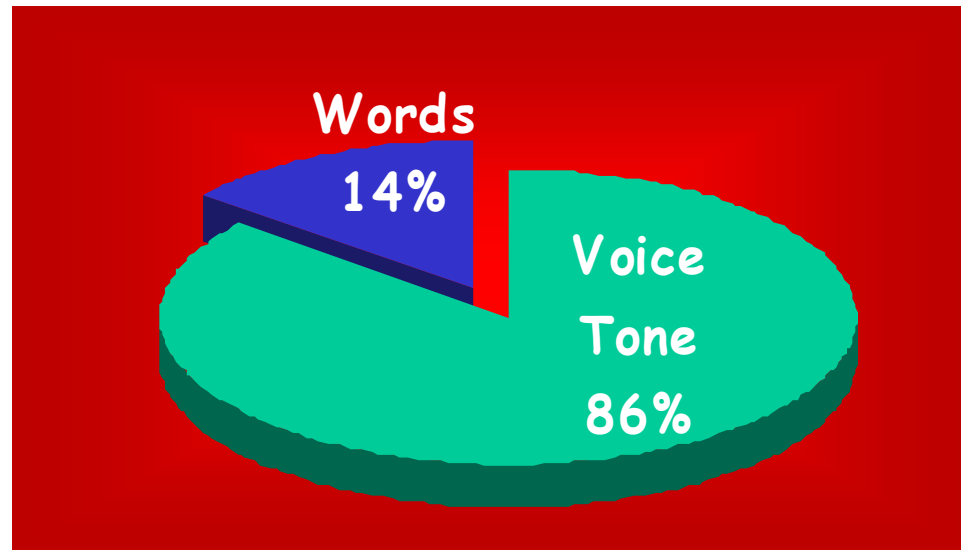
In Person



How Messages Are Communicated



By Telephone or Radio





What's The Message?

- I didn't tell Sam you were late.
- I **didn't** tell Sam you were late.
- I didn't **tell** Sam you were late.
- I didn't tell **Sam** you were late.
- I didn't tell Sam **you** were late.
- I didn't tell Sam you **were** late.
- I didn't tell Sam you were **late**.



Attitude is a Choice

- ✓ **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 those outside of it.**



What's the Point of Listening

- **Don't have to ask a customer to repeat information**
- **To fully understand what the customer needs**
- **To get pertinent information for finding solutions for customers**
- **Customers know right away that you care about them**



10 Tips for Listening

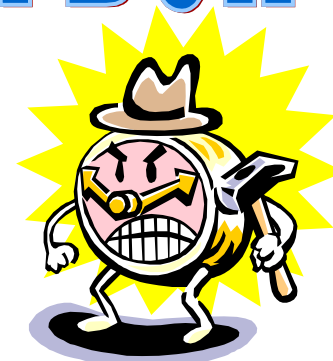
- 1. Get ready to listen**
- 2. Hear the entire message**
- 3. Ask questions when necessary**
- 4. Let the customer know you are listening**
- 5. Don't interrupt**
- 6. Avoid daydreaming**
- 7. Give appropriate feedback**
- 8. Give the customer a specific time when they can expect an answer**
- 9. Control your emotional "hot buttons"**
- 10. Don't deny what the customer is feeling**

FOCUSing on the Phone

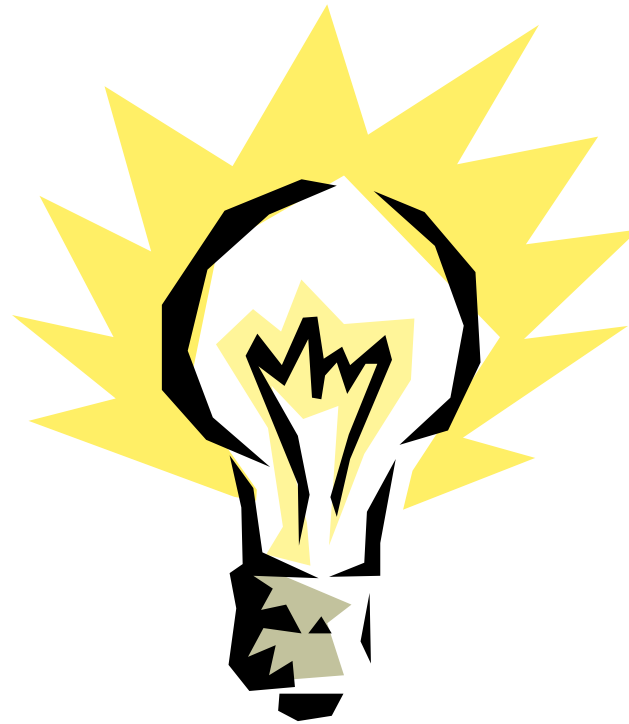


Angry Customers

A Dozen Do's and Don'ts



FOCUSING on Solutions





Employee Incentive Program

Incentives will be awarded according to the following schedule:

- **5 Vouchers: Service Excellence Lapel Pin**
- **10 Vouchers: First Star for Lapel Pin**
- **20 Vouchers: Second Star for Lapel Pin**
- **40 Vouchers: Third Star for Lapel Pin**





FOCUS WEEK

July

Annual Your Comments Count Contest

- Grand Prize 7 Night Cabin Stay
- 2nd Prize 6 Nights of Camping
- 3rd Prize Picnic Shelter Rental
- 4th Prize (3) Annual Parking or Boat
Launch Pass



Customer Service Recovery

Making the Customer Whole





When a customer has a problem...

- Why should we care? Don't we already get great ratings from our customers?
- **Why should we care if a few customers are unhappy?**

“Just when everyone is saying how great you are is when you’re the most vulnerable.” Walt Disney





Offended customers pass it on:

- 50% of offended customers will complain at the site. (Some studies say as few as 6%.)
- Only 4% will complain to the head office.
- BUT, on average an offended customer will tell 9-10 others how bad your service is.



The cost of unhappy customers...

- 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.



But it's not just about money...

It's about YOU too!

- 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.



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.*)



- No matter how hard we try, bad things will sometimes happen
- Group Activity
- “My Not So Perfect Visit to a Virginia State Park”



“My Not So Perfect Visit to a Virginia State Park”

Hi, my name is [1. _____] and I just wanted to tell you what happened last summer when my family visited [2. _____] State Park. First, you should know that we really, really needed a little relaxation. Dad works as a [3. _____], Mom serves as a [4. _____], and we have [5. _____] kids in the family. I, myself, am the family's pet [6. _____]. We had all been under a lot of pressure, so we were really looking forward to a nice peaceful camping trip.

Things started to go bad before we even got to the park. First we got lost and ended up in the really strange place called [7. _____]. Then we couldn't find a restaurant that served our favorite lunch, [8. _____]. By the time we got to the park, we were pretty frazzled...but things were going to get worse in a hurry. Just our luck, Ranger [9. _____] was on duty at the contact station. It turns out that this guy seems to think he is [10. _____] but he has the personality of a [11. _____]. First, we couldn't get the ranger's attention because he was too busy [12. _____]. When he finally helped us, he told us there might not be any camp sites left because they had just checked in a whole group of [13. _____]. He told us to look around, and we found a site that wasn't too good because it was right beside a [14. _____]. I should add that we paid a pretty price for this crumbly site too. It was more than I would pay for [15. _____]. Of course, as soon as we set up our tent, a thunderstorm struck, and our site got flooded. At one point, there was enough water on our site to float the [16. _____]. When the weather finally calmed down, we were kept awake all night by people on the other sites who were [17. _____].

Well, dawn finally came the next day and we decided to go swimming at the park lake. Our luck was rotten as usual. As soon as we started to swim, they had to close the lake because they found it was full of [18. _____]. We were just about ready to call off the whole trip, when Ranger [19. _____] returned from his Customer Service Training Program and came by to visit us on our site. We told him how bad our trip was going, and much to our surprise, he apologized that we were having such a hard time and seemed to understand what we were going through. He even gave us free coupons to get into the evening interpretive program on [20. _____], which we enjoyed very much. Later on, another park ranger stopped by and helped us get our campfire started. He showed us that the trick was to always [21. _____].

We ended up having a pretty good time. We hiked and swam and got to meet a nice family from [22. _____] who were on the campsite beside us. Next year, we may even go back to a Virginia State Park again, unless we decide to go to [23. _____] instead.



What do offended customers want?

- What they were promised or expected in the first place
- Some personal attention
- A decent apology



What do customers never want?

- 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.



The Service Recovery Process

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.



Our Standard “Peace Offerings”

- Customer Tool Kits:
 - Each park should have these in numerous places throughout the park...wherever customers are encountered.
 - Coupons, discounts, refunds, etc.
 - Log book to track recoveries
- Be careful to match the offering to the offense...don't be condescending



To summarize the recovery process:

1. Deal with the “person”

2. Deal with the situation.



Our Service Recovery Principles

- It is in our best interest to recover from negative customer experiences
- The employee receiving the complaint should resolve the complaint
- Focus on recovery...NOT FINDING FAULT
- No employee will be reprimanded for making a good faith customer service effort
- Involve the customer in the solution
- Approved actions include Apologies, Coupons/Discounts, Exchanges, Refunds
- We will keep our promises



Good service recovery assumes the following:

- Fix the person, then the problem.
- The problem can and will be fixed.
- 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.



The organizational requirements for good service recovery:

1. Focused recovery training
2. Recovery standards
3. The organization is “easy to complain to”
4. Frontline employees are part of the system
5. Employees believe they are part of a quality-conscious organization



Good Luck

Have Fun

You'll Be Terrific

Thanks for Participating