

Pathway Goal: Infrastructure and Shared Governance

Action Item #
4-1

Report:
 Mid-Year: December 2016
 Year-End: April 2017

Action Item Description:

Customer Service: The REBEL Way
 Further implementation of customer service to develop a campus culture where people find ways to solve problems, rather than avoiding solving problems.

Submitted By:

Name	Department
Blake Douglas and Katie Humphreys on behalf of Tad McDowell	Alumni/Foundation, ESS, Administrative Services

Working Group Members:

Name	Department
Katie Humphreys	Registrar
Tony Allen	Director of Media Relations
Brian Steen	Senior Human Resources Generalist - Human Resources
Shannon Sumpter	Associate Professor / Production Manager - Theater
Sandy Ziegler	Office Manager - Parking and Transportation Services
Brent Hathaway	Dean – Lee Business School
Stephanie Reahm	Special Assistant to the VP of Student Affairs
Blake Douglas	Senior Director for Alumni Programs and Events

Provide a written overview of the year-long process for your working group.

The Customer Service Subcommittee continued meeting on a bi-weekly basis. The subcommittee integrated the REBEL Way pledge produced by the administration with the REBELS Way training provided by HR. There is now a “REBELS Way Proclamation” as part of a comprehensive HR training. The Committee partook in the training to provide feedback and enhance it. A final product was established and HR is continuing to offer in-person REBELS Way training sessions while also developing an online version and a train-the-trainer program. The result will be a training that can be provided in a variety of formats. The Customer Service Subcommittee will then look at ways in which to systematically engage the campus in the training and proclamation. A goal would be for trained individuals to ultimately have a take-away cheat sheet/reminder and/or some sort of certificate, credit or incentive for completion. The ideal would be a top-down approach with Division, Department, and Unit heads engaged in getting their teams “certified.”

The Customer Service Subcommittee then undertook a second action item; a quest to “baseline” UNLV’s current customer service culture. The subcommittee members determined that in order to avoid survey-fatigue or lack of engagement; a discussion-oriented approach would be more appropriate and more telling. The subcommittee members divided up a list of VP/Dean level administrators and are reaching out to these individuals with this request:

“As part of the Top Tier initiative, the subcommittee on customer service (The Rebels Way) is reaching out to Deans and Vice Presidents in order to develop a baseline assessment of current customer service philosophies and practices on campus.

We are asking to schedule a brief 30 minute discussion with you. Your participation will help guide our work to develop and deliver a robust customer service model for our campus. Phase one of this project is purposely designed to gather information from our top campus leaders. The subcommittee may continue to meet with other campus leaders under your purview to gather additional information in phase two. Please provide a few possible dates and times for our discussion over the next month that would best meet your schedule. We appreciate your time and attention to this important matter and look forward to learning from you.”

In each of the 30 minute discussions, subcommittee members are asking these same five questions:

Customer Service Baseline Questions:

1. How do you define customer service for your Area (or what is your customer service philosophy)?
2. Are there obstacles to providing your desired level of service?
3. What activities/initiatives do you currently have around customer service (if any)?
4. Do you have a mechanism for soliciting feedback from your constituents?
5. How would you rate your area's customer service delivery currently (letter grade of A-F)?

Responses to these questions will be recorded in a joint google document and then synthesized. Initial responses will guide the next round of discussions with associate VP level staff. The results will be put into a report. The idea to baseline the current campus customer service culture has a number of intended outcomes a)it will be informative; b)it will engage the appropriate staff and further a top-down approach; c)it will serve as a stronger introduction to the customer service movement and to the next/necessary steps to move the University towards Top Tier.

Overview of process *(continued)*

The next steps after the baseline initiative concludes is to follow-up with the REBELS Way training initiative as well as other initiatives related to being customer-focused e.g. synthesizing current customer service feedback channels and mechanisms, including a “Tell us How We’re Doing Link” in signature lines, moving to more automation and ways to avoid run-around between departments, etc.

2016-17 Accomplishments

The subcommittee accomplishments include:

1. Revised Rebels Way service standards designed as a foundation and guide for staff in their daily interactions with others on campus.
2. Coordinated Rebels Way training through UNLV Human Resources available to the entire university community.
3. The subcommittee began its work to meet one-on-one with the President’s Cabinet and Deans to develop a customer service baseline for the campus. This work will continue into the next year.

Progress from Mid-Year Report:

-Have bi-weekly meetings until the items below are complete:
Now meeting every three weeks

-Identify obstacles to integrating the REBEL Way throughout UNLV:

Obstacles identified: Disconnect between HR Training and initial REBEL Way pledge, buy-in, moving beyond awareness to action.

-Look at climate survey for customer service impediments:

Unable to access the climate survey at the level necessary

-Talk to existing service groups and to the ISG subcommittees for issues related to customer service:

Decided to take a broad, top-down approach starting with Senior Leadership

-Prepare a draft survey for approval and send to the campus community for responses:

Decided upon in-person dialog in order to personalize the initiative, connect directly, and avoid survey fatigue.

-Look at current customer service training on campus and see how this compliments the key aspects of the REBEL Way already established:

Done

-Establish a possible feedback mechanism for people reporting good, or bad, customer service:

Will focus on in 17/18

-Discuss possible ways to reward areas providing exceptional service to their customers:

See previous response

-Make recommendations for improvements based on obstacles:

Obstacles to be identified in Customer Service Baseline discussions

-Determine approach to fixing internal service first supporting similar service to outside constituents:

Continued focus

2016-17 Accomplishments *(continued)*

- Establish an approach to changing or improving the culture and discuss the benefits of a top down approach to implementation:
Done
- Identify a way to best train staff and faculty in the REBELS Way other than just in text, whether it is through a peer mentoring program or a train the trainer type of approach:
Done. Need to roll-out.
- Discuss sustainability of the program and how it will stay current and in use:
Ongoing
- Finalize approach for the unveiling of the REBELS Way across the “entire” campus:
Ongoing
- Create a final document outlining all aspects of the above items:
Done

Recommendations

- Recommendations include:
1. Work with Human Resources to include the REBELS Way Customer Service training as part of new employee orientation for all newly hired faculty and staff.
 2. Take organic, top-down approach to elevating the campus service culture by getting the word out, listening, and gaining buy-in; as opposed to introducing a pledge with expectations that it will be adhered to
 3. Engage high-level University administrators in systematically addressing obstacles to customer service as identified in baseline discussions with campus constituents.
 4. Establish rewards/ways to honor and highlight Departments and individuals exuding the REBELS Way

2017-18 Next steps

- **What should the goals / activities be for the subcommittee?**
- **Who should be responsible?**

- Promote and incentivize the REBELS Way Training. Market throughout campus in various ways (posters, banners, table tents, part of hiring packets, orientations, etc), look to incorporate adhering with the proclamation into current or future awards and award ceremonies. Consider pins as incentives or lunch with the president. Encourage healthy competition between units and units identifying other units/departments that are “REBELS Way Superstars”
- Conclude and synthesize Customer Service Baseline Discussions
- Integrate, streamline, or otherwise coordinate the various “Tell Us How We’re Doing” surveys currently in existence. Encourage a campus-wide culture of seeking customer input and working toward improvement
- Ensure focus on internal services (amongst units) as much as external service to those that rely upon us

Please review the list below and “X” the appropriate box(es).

- Potential resources required
- Any reports generated by this working group
- Metrics to be used
- No additional reference material

Any additional information you wish to share.