

Human Resources Department
400 East University Way
Ellensburg, WA 98926
Phone: (509) 963-1202
Fax: (509) 963-1733
E-mail: hrtraining@cwu.edu

This monthly newsletter is intended to provide down-to-earth ideas and techniques you can put into action to improve communication, enhance performance, motivate staff, and influence peers. Your suggestions and ideas are encouraged. E-mail your **HR Quick Tips** newsletter submissions to **Michael Horne** at: hrtraining@cwu.edu.

HR UPDATE

The E-Learning Network is a great way to get that training you need "right now!" With over 2,700 courses available in every subject imaginable, the opportunity could not be better. If flexibility is what you're looking for...then e-learning is the way to go. Contact Mike Horne at x2196 for more information.

Creating a Culture of Service



by Peggy Morrow

Have you established a culture of customer service in your department? One where everyone is so focused on serving the customer that they do it even when the boss isn't looking? A customer service culture involves having many pieces of the puzzle in place. Here are a few of them I use when working with my clients.

Create a vision. If you don't have a shared vision of the great service that customers should receive, efforts to improve your customer service will not bear fruit. When you share a picture of what customer service should be your employees will be able to act on their own, because they will know the level of commitment to customers that you support. This is closely related to the next point.

Walk the talk. Everyone must lead the way and model the service vision. Everything you do says that the customer is your reason for being or it doesn't. Be fanatical about getting customer feedback. Your whole department should be tuned into the voice of the customer. There must be several methods in place to get feedback from your customers on how well you are doing. When the voice of the customer permeates your department it is easy to establish a culture of service. So develop some kind of regular customer feedback program to let you know how you are doing.

Set standards and then measure

performance. Setting specific service standards and then measuring your success against them is very important in establishing a culture of service. It provides a goal toward which all people on your team can aim. Standards can be developed from customer feedback. Do customers complain about the phone not being answered in a timely fashion? Set some goals that will answer that problem, measure how well you are doing, and reward employees when they achieve the targets.

Train, train, train employees. Give your employees constant, intensive and universal training in customer care. This will help to establish a shared culture of customer service excellence. Training is critical to maintaining excellent customer service.

These are just a few of the things necessary to establish a culture of service.

Adapted from *Customer Service: How to Do It Right!* by Peggy Morrow; Peggy Morrow & Associates.

Did You Know?

Have you ever wondered who you should contact in the Human Resources Department about an issue or question you may have?

- ☞ I'm a new employee; when can I request leave?
- ☞ How do I find out who I listed as the beneficiary for my insurance?
- ☞ I want to request a review of my position; who should I talk to?
- ☞ I'll need more money for retirement; who should I contact to start a supplemental retirement plan?

The answer to these and other burning questions can be found at the HR Services directory: <http://www.cwu.edu/~hr/staff/services.html>.

Work Life

Summer Kids Camp

Wondering what to do with the kids when school is out? Check out CWU's *Little Cats Summer Camp*, operating 7:30 a.m. – 5:30 p.m., Monday – Friday for eleven weeks this summer, offering recreational activities for children entering grades one through five. For more information, see www.cwu.edu/~rec/kidsCamp.

7 Tips for Management Success

An effective manager pays attention to many facets of management, leadership and learning within organizations. The most important issue in management is being a person that others want to follow. Every action you take during your career in an organization helps determine whether people will one day want to follow you. A successful manager, one whom others want to follow:

- Builds effective and responsive **interpersonal relationships**. Reporting staff members, colleagues and executives respect his or her ability to demonstrate caring, collaboration, respect, trust and attentiveness.
- **Communicates effectively** in person, print and e-mail. Listening and two-way feedback characterize his or her interaction with others.
- **Builds the team** and enables other staff to collaborate more effectively with each other. People feel they have become more – more effective, more creative, more productive – in the presence of a team builder.
- **Understands the financial aspects** of the business and sets goals and measures and documents staff progress and success.
- Knows how to create an environment in which people experience **positive morale and recognition** and employees are motivated to work hard for the success of the organization.
- **Leads by example** and provides recognition when others do the same.
- **Helps people grow and develop** their skills and capabilities through training and on-the-job learning.

April HR Mailbag

QUESTION: What's the most effective management style to use?

ANSWER:

There is no best way for you to supervise your staff in terms of a hard set of rules that can be followed, and expected to yield predictable results. From a practical standpoint, the best management style is a combination of “hands-on” and “hands-off” management. For instance, some of the people who work for you may be quite capable of getting their job done with a minimum of supervision. Others may require regular monitoring and guidance. Recognizing these differences and managing to the capabilities of these individual traits is one of the keys to successful supervision. As a general rule, encourage your staff to use their initiative in getting the job done. However, it is important to follow-up to make sure that tasks are being performed in a timely manner.

You can receive additional information or training through the programs offered on campus or through the E-Learning Network offered by the HR Department. Please call (509) 963-1202 for more information or refer to: <http://www.cwu.edu/~training/>.



May HR Mailbag: No matter how hard I work, everything continues to pile-up. It seems I'm constantly under pressure. Are there any time-saving techniques I can use to get things under control?