

Administration & Business Affairs

Actions Proposed by
ABA Staff Professionals
2005/06

Destination 2010 (Customer) Goal: Become ambassadors of the campus, providing first-rate customer service

| <i>Proposed Actions</i> | <i>Progress Report</i> |
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| <p>Communication</p> <ul style="list-style-type: none"> • Improve internal/external communication • Improve communication among employees within departments • Share information about job functions and problems • Hold department meetings routinely to communicate issues in a timely manner • Communicate information about deadlines/increase accountability <ul style="list-style-type: none"> ○ Communicate “directly” to staff to assure timely conveyance of information ○ Share policy changes across departments, routinely ○ Inform staff about activities in other departments, through staff and improved websites ○ Communicate more with other departments on campus • Increase communication between offices that service students • Communicate with customers to instill confidence that issues will be addressed in a timely manner • Communicate policy clearly • Reduce jargon • Communicate policy, procedure and contact information related to the Procurement Card • Provide an up-to-date online (tutorial) orientation on policies and procedures for new employees • Provide the opportunity for staff meetings with the vice president • Provide the opportunity for supervisory and management meetings with the vice president • Provide campus information to staff, allowing time during the work day for review | <p>Actions</p> <ul style="list-style-type: none"> • Financial Services hosts the <i>Business Partners Round Table</i> quarterly to communicate new processes or changes to existing processes (information sharing) with the campus at large. Forum addresses matters that campus partners bring up for clarification or discussion. • As part of the Business Partners Round Table, Business Matters at Sac State documents are produced that can be used as reference materials. • The Vice President visits colleges and divisions annually to help assess the quality of ABA services and where we can improve. Associate vice presidents are expected to do the same. • Many ABA departments and units are conducting cross-training to expand employee knowledge and improve the consistency of information provided to the campus and the public. • ABA departments and units hold monthly meetings at the manager/supervisor level and the departmental level to share information and communicate deadlines • ABA holds regular meetings for ABA Administrative Council, Destination 2010 Leadership Council, ABA Management Council, and ABA Staff Professionals to communicate information and deadlines. • Financial Services professionals attend Academic Resource Council meetings with the college/program center analysts to share information or answer questions. • ABA participates in Town Hall meetings, often using PowerPoint presentations to communicate information. Town Hall meeting presentations are posted on the President’s Office web site, and on ABA department and unit sites (for information pertaining to ABA). • In 2006, Public Safety updated and distributed “sports cards” to help |

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| <ul style="list-style-type: none"> • Hold <i>Town Hall</i> meetings—providing useful information to encourage attendance • Communicate/promote those services offered by Sac State not available through other law enforcement agencies • Enhance Public Safety’s profile by having officers and dispatchers take an active role in student orientation for all incoming students (dorms, freshmen, transfers) • Market information by distributing sports cards for all Public Safety department members | <p>familiarize the campus with department staff.</p> |
| <p>Management</p> <ul style="list-style-type: none"> • Allow supervisors to do their jobs, avoiding micro-management • Expect managers to act as role models, leading the way in portraying a positive attitude • Provide a vehicle for actionable evaluations of our “role models” | <p><i>Actions</i></p> |
| <p>Process/Service Improvement</p> <ul style="list-style-type: none"> • Understand customers needs • Measure current conditions • Find better ways to provide services • Develop and maintain procedure manuals • View problems/issues with fresh eyes--don’t rely on past practice • Improve Signage/Maps/Directions • Install large maps with employee directories at each end of campus (North, South, East & West ends) • Install non-staffed maps at kiosks throughout the campus (using replaceable maps to accommodate frequent revisions), with <i>You are here</i> feature • On the maps, include both new and former (functional) building names to assist returning alums as well as senior staff identify buildings and locate destinations • Install <i>MASH</i>-style multi-directional post signs, indicating building names as well as functions housed in each building • Locate a pedestrian info booth near a the high-use parking garage • Distribute wallet-sized/double-sided map cards for staff to carry and distribute • Develop plans for a police substation | <p><i>Actions</i></p> <ul style="list-style-type: none"> • Customer Service is a priority for Sac State and for ABA. In 2006/07, ABA began to define its customers and identify division and family goals for Customer Service. • ABA families set annual goals that impact the campus community, and these goals are measurable. • ABA participates in the CSU annual Customer Satisfaction survey process to promote understanding of customer needs. • ABA’s Shared Code of Conduct promotes “challenging the status quo.” • ABA routinely seeks out new ideas through SWOT exercises, brainstorming activities, and inclusion of staff in policy-making bodies. |

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| <p>Recognition</p> <ul style="list-style-type: none"> • Provide more motivational incentives—employee recognition (monthly) | <p><i>Actions</i></p> |
| <p>Safety</p> <ul style="list-style-type: none"> • Increase Public Safety presence in the evenings | <p><i>Actions</i></p> |
| <p>Staff Input/Empowerment</p> <ul style="list-style-type: none"> • Validate staff input • Allow staff flexibility to determine a need and fill it • Expect feedback from employees about their jobs and problems and functions within the department • Hold more meetings among customer service staff to improve training, and follow-up on policy implementation and awareness • Implement staff evaluations of managers • Provide a mechanism for staff to evaluate training programs or provide input on types of training • Provide forums for employees to address continued customer problems and make inquiries and suggestions for customer service enhancements | <p><i>Actions</i></p> |
| <p>Standards</p> <ul style="list-style-type: none"> • Determine “where we are we trying to go” • Identify (industry) standards/benchmarks for world class service • Establish and exercise work ethics • Follow through on implementation of department goals/projects • Promote a <i>students first</i> philosophy • Instill a positive work ethic in student employees by being good role models and projecting a positive and consistent example • Set higher expectations for each employee | <p><i>Actions</i></p> |
| <p>Training/Development</p> <ul style="list-style-type: none"> • Give fair consideration to training requests • Provide funding for training • Create/maintain an internal training checklist for staff members • Create and maintain job manuals for all staff positions • Improve cross-training for staff and student assistants • Consider a <i>trading work spaces</i> program • Require training for managers in communication and conflict resolution • Conduct <i>team building</i> training • Develop knowledge-based training for staff | <p><i>Actions</i></p> <ul style="list-style-type: none"> • ABA has placed a priority on staff development and training, with requirements for monthly reports to the Vice President on department and unit training activity across the division. • ABA is working on development of a process for tracking all ABA training and professional development activities through CETTS. • In 2006/07, ABA will focus on Customer Service – identifying customers and establishing department and unit goals to assure the provision of first-rate customer service. • ABA is working closely with HR Training & Professional Development |

- Conduct training specific to the campus environment (orientation) for staff and students
- Require Customer Service training for everyone in ABA
- Conduct training on pro-active customer service, using role playing scenarios
- Conduct Customer Service training, with a focus on listening, clarifying policy-based decisions and applying fairness and consistency
- Conduct Customer Service training on dealing with irate students
 - Make it a priority for each staff member to know the location of campus buildings, the departments housed in each building, and department functions

through the University Training Advisory Council to identify Customer Service competencies and identify training that will best meet those needs.

- The Vice President has asked managers to take responsibility for identifying training at the unit level to assure staff competency in the area of customer service.
- Managers and staff of the Student Financial Services Center, where students are served daily, have made it a commitment to know the names and locations of all campus buildings in order to serve students better.