

Journey from Good to Excellent

University of Hertfordshire

Journey to Excellence

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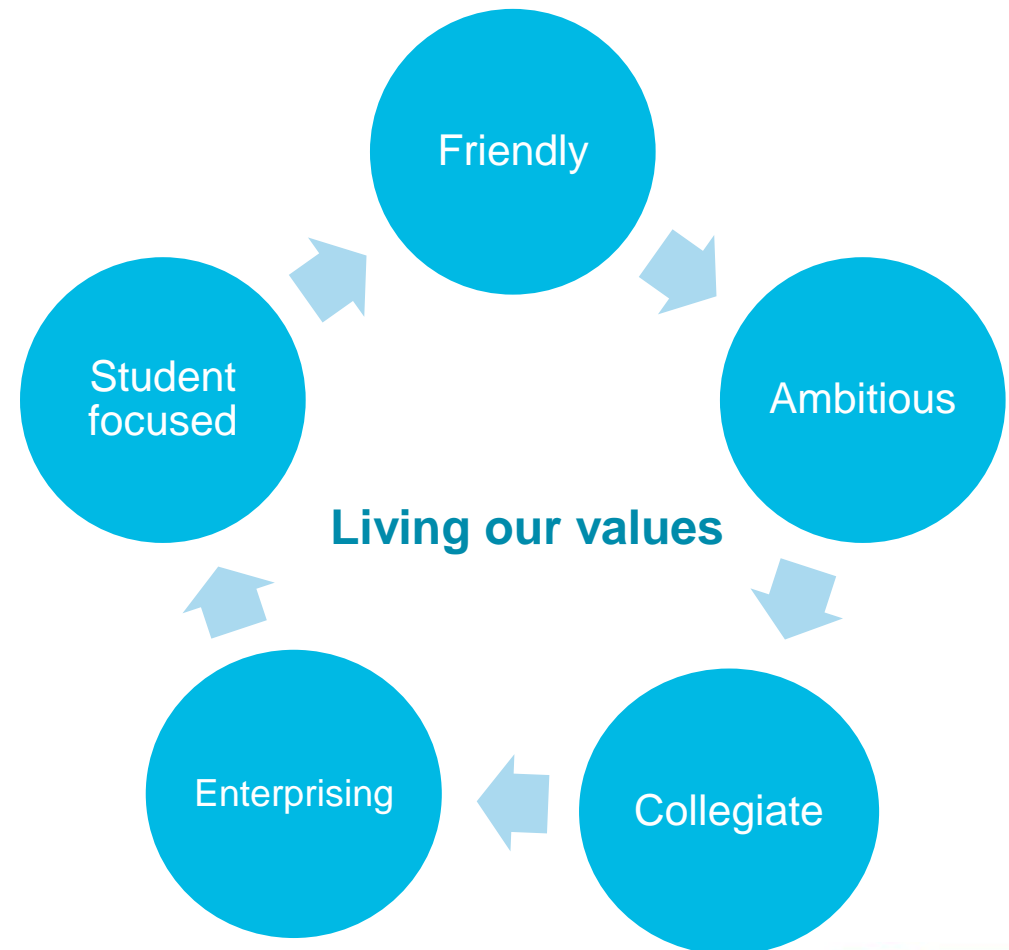


Teaching
Excellence
Framework



Service Excellence Objectives and Aims

- Aim: Improve the student experience by supporting and enabling staff to embed a service-oriented culture
- Objectives: - Service Excellence is how we translate our FACES values into action/behaviours to bring our values to life.



The Project Goals

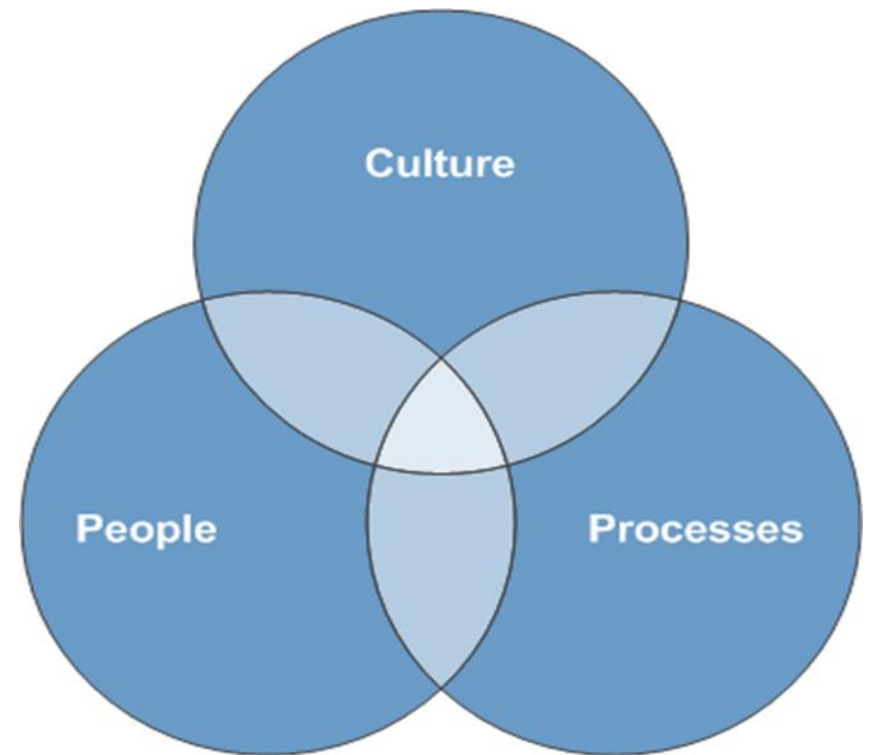
- Enhance the student experience and improve NSS scores
- A consistently excellent service across the University
- ‘Live the values’ - Embed values into staffs’ behaviour
- Promote team working –same team or across teams
- Increase staff satisfaction – happy staff = happy students

Research and Collaboration



The Model

- Culture – Strategy and Values
- People – Attitude and Skills
- Processes – Efficient and Effective



Engagement Led Change – not sheep dipping



Initiate - Early Adopters

- **Initiate:**

- Identifying a sponsor and process owner
- Launching the project
- Building the core team
- Agreeing scope and objectives
- Defining benefits

- **Early Adopters:**

- Student Centre
- Herts Sport Village
- Business School
- School of Engineering
- Uliving
- Research Office
- Students Union
- OVC Secretariat

Diagnose - Gathering information and diagnosing service level

An user feedback led approach:

- Net Promoter Score
- Surveys – Bespoke, Staff Survey, Start of Term
- Team interviews
- Observations – by Service Excellence team
- NSS and Module Feedback Questionnaires
- Existing feedback already gathered

Detractors

0 - 6



Passives

7 / 8



Promoters

9 / 10



Diagnose – What did they tell us?

Breathtakingly well structured

she comforted me and pointed me in the right direction

Having to sign in when there is no queue is a pain

Dealt with a rude person, Will never go back.

The way people treated me and helped me were massive. The best

Please be kind

Cold staff members who do not understand good customer service.

When I left the desk, I heard her gossip about me - so improper!!

Internal Service Rule

The level of your external service will never exceed the level of your internal service

Good colleague to colleague service is vital to success

Design – Self Assessment Tool

1. We have a simple, clear set of service standards
2. We understand our service users and their expectations
3. Service Excellence through our local HR work
4. We keep constant improvement in mind and have clear SE expectations and behaviours
5. We work in partnership with others and take ownership of a customer's problem or issue:
6. There is a clear route for service users to feedback to us
7. We make it easy for our service users to reach us
8. Our Department / Team's overall understanding of, and commitment to, Service Excellence mindset is evident in all that we say and do

| | | | |
|--------|----------|-------------|-----|
| | | | |
| Strong | Moderate | Improvement | N/A |

Design – Identifying Improvements

Service Commitments

Living the Values:

- Friendly
- Ambitious
- Collegiate
- Enterprising
- Student Facing



Walk in their shoes

Understand other people's lives and always look at the situation from their perspective

Implement - Workshops

- **Workshops: 1096 hours = 446 learners**
- Setting Service Excellence Standards
- Aiming for Service Excellence
- Inspiring Service Excellence – team leaders
- Dealing with Challenging Behaviour

“The Service Excellence programme as a whole has been really brilliant “

“I need to tweak my listening technique.”

“I should listen first, understand that different people have different needs, and be patient”

“Several techniques and strategies will prove very useful in my role”

“I will consider body language more”

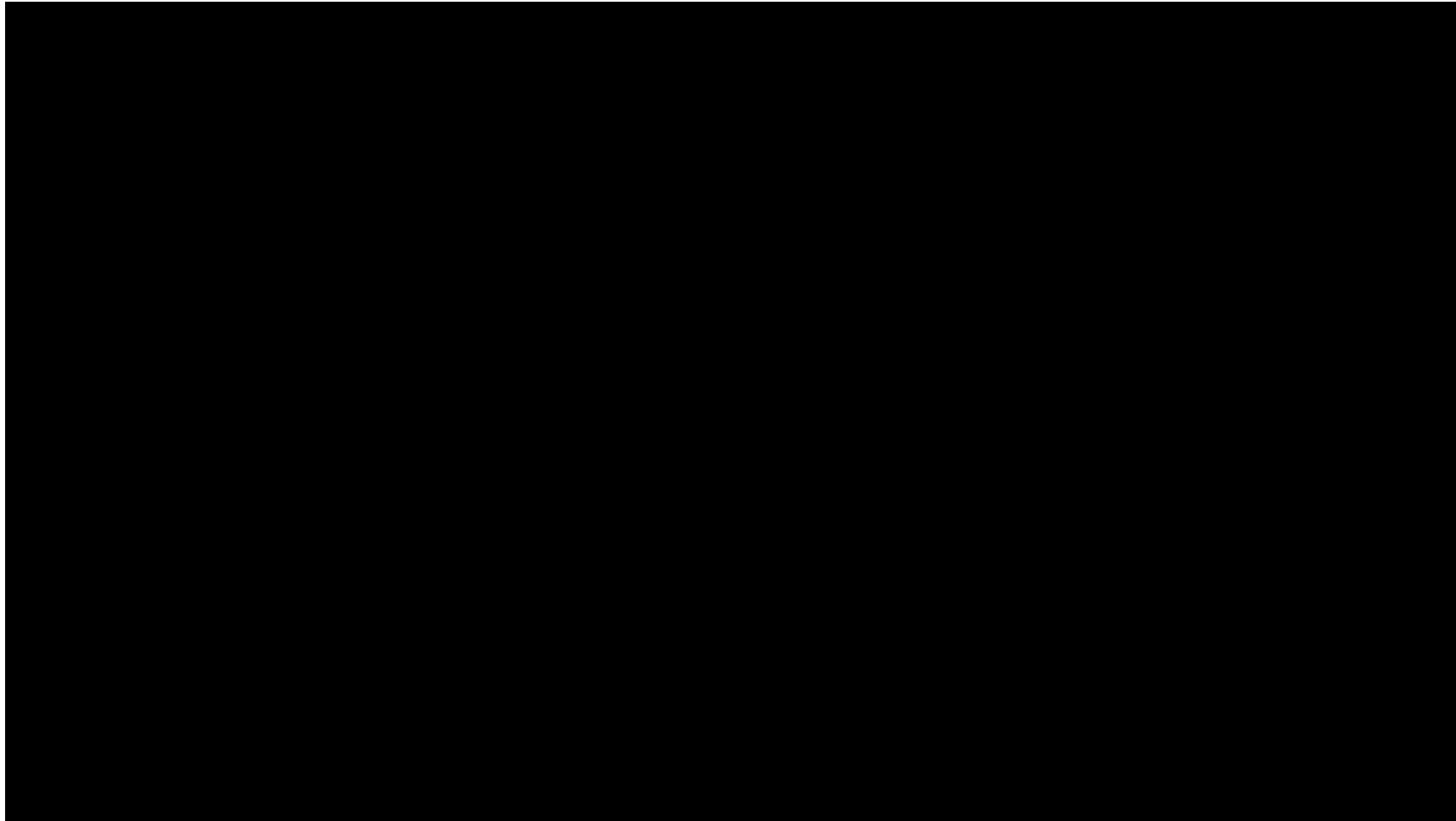
“It was great to have lots of discussion around SE and how we can influence it as managers”

Sustain – measuring the benefits and sharing results

- Committed to continuing to gathering current feedback
- Using feedback to measure progress and drive continuous improvements
- Embedded in people processes
- Share results internally and externally

| | Promoter scores | | Detractor scores | |
|-----------|-----------------|---------|------------------|---------|
| | 2016>17 | 2017>18 | 2016>17 | 2017>18 |
| August | 13.43 | 0.59 | -9.94 | -4.53 |
| September | 23.73 | -6.73 | -15.52 | 8.31 |
| October | 2.16 | 5.29 | -2.86 | -7.62 |
| November | 6.67 | | 6.24 | |
| December | 0.01 | | -2.77 | |
| January | 12.76 | | -9.23 | |
| February | 10.08 | | -3.1 | |
| March | 9.5 | | -6.58 | |
| April | 5.01 | | 7.68 | |
| May | 6.67 | | 4.27 | |
| June | -2.62 | | 6.36 | |
| July | 3.5 | | 6.1 | |

What our staff say



Any Questions?