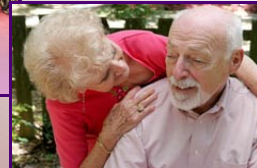


CLERMONT SENIOR
SERVICES
service with heart

Service With Heart

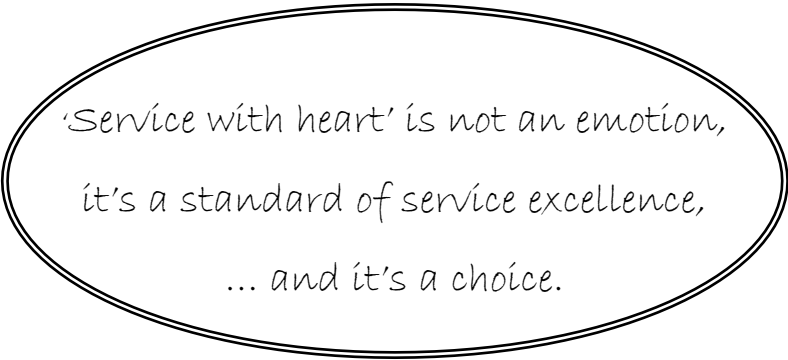
*A guide to
Performance Excellence*



*Raising
the quality
of our work
and our work life*

Developed by CSS employees, this guide to performance excellence is designed to:

- raise the quality of employee work life
- assure a pleasant and rewarding work experience
- provide the highest level of service to our customers



'Service with heart' is not an emotion,
it's a standard of service excellence,
... and it's a choice.

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A Letter to Every Employee From Every Customer

Dear Every Employee:

I have chosen to be YOUR customer. And no matter what part of the organization you're in – no matter what job you perform – you are part of my customer service experience. You determine the success of our relationship.

When I receive your service, or call your organization, I expect to be treated well. But I judge your company by a lot more than just how I'm dealt with by the "customer service people." I look at everything. I look, and I ask questions: Is the facility or vehicle clean and well maintained? Is the service of good quality and on time? Was it scheduled correctly? Are written communications clear and easy to understand? Is the staff adequately trained? Does the person visiting me in my home have a neat and professional appearance?

*My list of questions goes on and on, and eventually touches the area that you're personally responsible for. You see, you **are** in the customer service business. And whether directly or indirectly, you **do** touch me.*

If my experience is very good or very bad, I will probably tell my friends and family. I may even call your company. The nature of my comments is up to you.

Chances are you'll never know me personally. You will probably never even see me. But you ought to respect me. I am, after all, the reason your business exists. I am the reason you have a job. Please do your part to make my experience excellent.

Your Customer

The Cornerstone of Service With Heart

Core Values

We believe in...

- The right of all seniors to dignity and self-determination
- High quality services provided by professional and compassionate employees
- A workplace that is enjoyable, safe and family-friendly
- The continuous growth and development of all employees
- The need to achieve our goals and objectives as a team
- The need to acknowledge and celebrate individual and agency success
- High integrity and honesty in all actions and encounters
- Business practices characterized by excellence and efficiency
- Innovation and the continuous improvement in all services and business activities
- Engaging in community and collaborative partnerships

Vision Statement

“We will be known by every person in Clermont County as *“the”* organization that makes a difference in the lives of older adults through **exemplary, customer-focused services.**”

Mission Statement

Our mission is to improve the quality of life for older adults by providing a broad range of home and community based services, enabling them to remain as active and independent as possible.

I will work as a team member willing to assist coworkers, not only within my department, but in other departments as well.

Commitment To Coworkers

As CSS employees, we are linked to one another by a common purpose. That purpose is serving our customers. Coworkers are our customers too and deserve our cooperation and respect. Without everyone's contribution, none of us can perform our jobs. We rely on each other.

- Rudeness or profanity is never appropriate. We must at all times treat one another with courtesy and respect. Humor at another person's expense is not appropriate.
- Treat every coworker as a professional. Recognize that each of us has an area of expertise. Be tolerant.
- Show consideration. Be sensitive to a fellow employee's inconvenience. Avoid last minute requests. Consider another's priorities in addition to your own. This includes care of your own work area. Keep it neat, clean and quiet at all times.
- Be on time for meetings.
- Ensure continuity of service by informing your coworkers before leaving the department for breaks, lunch, or other reasons. Return from breaks and lunch promptly.
- Be tolerant of fellow employees. Recognize that conflicts may exist among coworkers, but professional courtesy is expected. Set aside differences when working together. Realize we all have personal shortcomings and diverse personalities, and that it takes many different people to complete the team.
- Be supportive of fellow employees. Offer help when possible. Cooperation is expected in the workplace.
- Be loyal to your coworkers and the agency. Do not undermine other people's work. Be discreet about what you say.
- Welcome new employees. Be supportive by offering help and setting an example of the cooperation expected in the workplace. Support and listen to new ideas.
- Be honest in all interactions with coworkers. Honesty is not an option, it's a requirement.
- Respect the privacy of fellow employees by eliminating gossip.
- Do not chastise or embarrass fellow employees in the presence of others. Assess problems by going to the appropriate supervisor.

I will take pride in what I do, being responsible for the outcome of my efforts and recognize it as a reflection of who we are.

Sense of Ownership

Every CSS employee should feel a sense of ownership toward his or her job. Take pride in what you do, knowing that your work is a reflection of all of us. Work for CSS as if you owned it.

- Be sure you know and understand the responsibilities of your job. Accept responsibility for the outcomes; be accountable.
- Adhere to agency and departmental policies.
- Keep your work area and surrounding environment clean, safe and quiet.
- Strive to do your job right the first time, and in a timely manner. Pay attention to details. Focus on customer needs and meet those needs as soon as possible.
- Complete tasks. If you are unable to finish a task in the appropriate time, ask for help.
- Look beyond your assigned tasks. Your responsibility does not end where your coworkers responsibilities begin. When appropriate for you to assist, do so.
- Conduct yourself as a professional.
- Live the values of this organization.
- Help create a culture that taps the full potential of employees and builds an environment that allows all people to feel appreciated, included and valued.
- Be a peacemaker.
- Act like an owner. Get involved. Stay informed. Demonstrate loyalty. Assume responsibility. Embrace change. Take initiative to make things better.

I will have a positive attitude, be enthusiastic and helpful, always wearing a smile.

Attitude

Attitudes are contagious, make yours worth catching!

We are here to serve our customers, whose most basic expectation is to be treated with courtesy. We are committed to courtesy and reflect it in our attitude.

- Sometimes we may have a difference of opinion, but professional courtesy is always expected.
- Take responsibility—don't say, "it's not my job." Don't blame and don't make excuses.
- Make the extra effort to be excellent. Remember, we are not the "Culture of Average". Don't just meet the minimum.
- Exhibit a positive attitude—be kind, friendly, courteous.
- Look for every possible way to make other people feel appreciated and valued.
- Be tolerant. Recognize the value of a diverse workforce and remain open to new viewpoints, ideas, and talents.
- Promptly greet customers in a friendly manner, smiling warmly, and introducing yourself.
- Don't allow anyone to feel ignored.
- Listen carefully to what our customers have to say. Avoid interrupting people unnecessarily.
- Treat everyone as if he or she is the most important person in the agency, whether he/she is a customer or employee.
- Rudeness is never acceptable.
- Meet the customer's immediate need.
- Apologize for problems and inconveniences.
- Exceed our customer's expectations.
- Recognize that our customers have a sense of urgency, and show them that we value their time.
- Customers are not an interruption of our work; they are our reason for being here.

I will project professionalism in my personal appearance and attire. I will represent the agency in a positive manner in the community as well as the workplace.

Appearance

Our appearance represents the CSS organization. Therefore, our grooming and dress will reflect our respect for our customers, community and each other.

While we are on agency time or representing CSS at an off-site function, we first consider how we present ourselves. Our manner and expression convey our concern for and willingness to serve our customers.

We take pride in our facilities and do our part to maintain an uncluttered and litter-free workplace.

- Our dress will always be professional, tasteful, tidy, and discreet.
- When identification badges are worn, they will be clearly visible to others. Badges should be worn at chest level or on a lanyard badge holder.
- The dress code policy will be followed, and can be found in the CSS Employee Handbook.
- Excellent personal hygiene is expected at all times.
- When we notice litter, we will pick it up and dispose of it properly.
- When we see spills, we will see to it that they are cleaned up. We will be especially concerned about any debris or spills that could cause someone to slip and fall.
- Equipment will be returned to its proper place to ensure its availability for use by the next person and to avoid clutter.
- Look the part. You're part of a long, respected service tradition. Present a professional appearance in your dress and actions.

Professionalism

Our customers are everyone we come in contact with: customers, coworkers, visitors, vendors, etc.

- **Do Things Right the First Time**

Find the time to do it right the first time. Follow through. It prevents you or someone else having to redo it later.
 - **Make People Feel Valued**

Greet people promptly, smile, make eye contact, call them by name, offer to help.
 - **Show Respect for Each Other**

See everyone as an individual. Be sensitive to differences. Display kind gestures and use polite words.
 - **Anticipate Customer Needs and Concerns**

Listen, observe, and then act. You'll often know what people need before they ask.
 - **Keep Customers Informed**

Invite and answer questions. Explain procedures and/or delays clearly and patiently.
 - **Step In and Help**

When someone appears to need help, offer to lend a hand.
 - **Go the Extra Mile**

Take actions to exceed expectations.
 - **Respond Quickly**

Respond quickly to customers or coworkers in need. Move swiftly to handle requests, complaints and questions.
 - **Protect Privacy and Confidentiality**

Watch what you say and where you say it. Protect personal information. Respect coworkers' privacy.
 - **Be a Telephone Pro**

When you are on the phone, our reputation as well as yours is on the line. Introduce yourself and sound pleasant. Listen with understanding. Help and follow through.
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- **Make Complaints Work for Us**

When someone complains, give them your full attention. Be supportive, not defensive. Do everything you can to make things right. Direct them to the proper department. Ask them to call you back if not satisfied.
 - **Be a Safety Expert**

Do your job safely. Learn the risks and prevent them. Set the example and show others the safe way.
 - **Show Teamwork**

Pitch in. Help the work to flow smoothly. Communicate easily. When we help each other, we help our customers.
 - **Be Professional**

Know your job and what's expected. Set priorities and keep your commitments. Earn people's trust, confidence, and be supportive of one another.

Conduct

- Follow the "Golden Rule". Do unto others as you would have them do unto you.
- Be a role model.
- Correct inappropriate behavior privately.
- Don't let personal business interfere with work.
- Remember your behavior outside the workplace can be a reflection on the workplace. Don't voice your frustration in public.

*I treat the other man like a gentleman,
not because he is, but because I am.*

- Benjamin Franklin

I will communicate in a courteous, positive, and effective manner when I speak, write, or react to situations.

Communication

The goal of communication is understanding. We must be committed to listening attentively to customers and coworkers to fully understand their needs, and recognize and accept diverse backgrounds. Close attention should be given to both verbal and non-verbal messages.

- Information for customers should be delivered with courtesy, clarity and care. Avoid confusing customers and speak in terms they can easily understand.
- Do your best to be concise and clear in communicating with coworkers in all departments.
- Don't assume someone else understands what you want or need.
- Voice your appreciation and support to your coworkers.
- When you have a concern, take it to your supervisor or to another appropriate authority.
- Whining or profanity is not acceptable.
- Greet everyone with a warm, friendly smile and "Hello".
- Use "please" and "thank you" when appropriate, and be respectful in all conversations. In customer care, always address the customer according to department policy. The use of Mr., Mrs., or Ms. is usually most appropriate until you receive permission to call the customer by their first name. The use of Honey, Sweetheart, Bud, etc. is not appropriate.

Telephone Etiquette

All employees must know how to operate the telephone in their areas.

When making a call, taking a call, or leaving a voicemail message, it is vital to convey a positive attitude. The telephone is still often the customer's first impression. Each interaction is an opportunity to make a positive impact. Your first impression is made within the first ten to fifteen words on the telephone.

- Basic courtesy goes a long way. Never miss the opportunity to be polite. The words "please", "thank you", "you're welcome", "excuse me" still work today. Always give your name when answering the phone.

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- Be an active listener. Devote 100% of your attention to the phone call. If you listen actively, you will be able to respond appropriately.
 - When transferring a call, first provide the caller with the correct number in case the call is lost.
 - Answer calls as quickly as possible, identifying your department and yourself, and ask “How may I help you?” or the equivalent. Speak clearly.
 - Get the caller’s permission before putting him or her on hold. Thank the caller for holding when you return to that line.
 - Callers on hold will be acknowledged periodically, given the status of their calls, and asked if they want to continue to hold.
 - Phones will be placed on voice mail only when necessary. Recorded voice mail messages will be kept short and to the point. Avoid leaving complex messages.
 - Return calls promptly.
 - Watch your volume and tone of voice. Your voice is a powerful tool. It mirrors your emotions. Keep the “smile” in your voice at all times.
 - Personal calls should be limited.
 - When leaving a voicemail, speak slowly allowing people to write your name, message, and phone number without replaying the recording.
 - Ask the customer to call you back if not satisfied.

Customer Information and Education

- Use easily understood and appropriate language when giving customers information. Avoid technical or professional jargon.
 - Reinforce verbal instructions with handouts or other written material whenever possible.
 - Do not treat one customer differently from another. Remember, we are here to provide service to all customers.
-

Confidentiality

- Information about customers is strictly confidential. Each employee is responsible for ensuring that information is not compromised.
- Information about customers and their care, or CSS business must never be discussed in public areas. Only authorized personnel are permitted to release information about customers or CSS business.

Follow-through

- All employees will provide appropriate information to their supervisors to ensure proper decisions are made based on the agency's values.

Email Etiquette

- Set your page up with a white background, and a simple black font. Your email page is not the place to be creative. Make sure it's readable when printed.
 - Use the subject line. This helps get your email read.
 - Start with a salutation. It can be as simple as starting with recipient's name and a dash or comma.
 - NO SHOUTING! All-caps in emails and use of exclamation points have the same effect as yelling in a conversation.
 - Proof and spell-check. Mistakes and misspelled words make it more difficult to read and understand.
 - Use "cc" sparingly. Copy co-workers or bosses only when there is good reason to do so.
 - Respond to emails as soon as possible.
 - Do not use "Reply all" unless everyone truly needs to see your response.
 - Keep it short. Too much detail or rambling will lose your audience.
 - Beware the negative. Slams slam harder in email. It is rarely a good idea to send anything negative online—even if it's mild criticism. Try to make your tone gentler than in regular conversation.
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- Beware of humor. Sarcasm is easily misunderstood and may come across as insulting.
 - Edit out your emotion. There should not be a tone to your email.
 - Remember it's public. Emails are forwarded multiple times. Ask yourself first, "Am I willing to post it on the office bulletin board?"
 - Kick the forwarding habit. Everyone gets too much mail already. Save jokes and inspirational stories for friends and family.
 - Sign off. Consider using the same pleasantries you would use in a letter, or a simple "Thanks" followed by your name.
 - Say please and thank you. A little courtesy goes a long way.

Cell Phone Etiquette

- Set your phone on vibrate while in the office. Then, if you're away from your desk, your ringing phone will not disturb the people around you.
 - Respond to voice mails as soon as possible.
 - Do not answer your phone in a meeting. If you must take a call, leave the room first.
 - When possible, allow at least 10 feet between you and the next person when talking on a cell phone—inside or outside.
 - Don't have emotional conversations in public.
 - Respect the rules when asked by an establishment to refrain from using a cell phone.
 - Keep calls brief and to the point.
 - Don't use loud and annoying ring tones that interrupt concentration.
-

I will maintain a safe environment that protects customers, visitors, staff, and myself.

Safety Awareness

Safety is the responsibility of all CSS employees to ensure an accident free environment. “Think safe, act safe, be safe and stay safe.” It is up to each of us to do our part in safety.

It is everyone’s responsibility to:

- Know and follow organizational safety policies and procedures.
- Use CSS approved and provided safety equipment.
- Report all accidents and incidents promptly and completely according to agency procedure.
- Correct a safety hazard, if possible. If not, report it immediately.
- Practice proper body mechanics when lifting, pushing, pulling, or carrying. Get help when necessary.
- Be aware of potential chemical hazards.
- Respect all equipment. Be sure it is in good working order and use it in the proper manner. Make sure you have been properly trained.
- Use protective clothing and equipment when appropriate.
- Prevent slips, trips, and falls.
- Know the agency policies for emergency situations.
- Be aware of potential hostile situations and how to defuse them.

I will have a basic knowledge of all agency services which enables me to answer customer questions and direct them to the proper

Basic Knowledge of CSS Services

Having a basic knowledge of services enables you to answer basic questions about agency programs.

- Agency brochures may be picked up at the office. Feel free to take a few extras to share with friends, neighbors, or family members that may be seeking help for someone they know.
- Encourage people who would like more information to call 724-1255 and ask for Intake.
- Be willing to share your knowledge and express your enthusiasm for the services we provide. This helps get the word out to customers, their families, and voters.

I will anticipate and attend to my customers' needs as quickly as possible and inform those customers of any delays. I will remember that everyone with whom I come in contact is my customer.

Timeliness of Service

At CSS, we recognize that our customer's time is very valuable. We strive to provide our customers with prompt service, always keeping them informed of delays.

- Educate the customer about the process.
- If it becomes apparent that a scheduled appointment will be delayed, inform the customer as soon as possible.
- Always thank the customer for waiting, and apologize for delays.
- In every department, an employee should be available to provide service during hours of operation.
- The front desk will not be left unattended.
- In all departments, calls and emails will be acknowledged promptly.
- Help educate your coworkers. Knowledge is powerful.

I will take responsibility for myself and resolve problems that I encounter.

Empowerment

- Take ownership of problems. Don't say, "It's not my job." If you are unable to meet a request, be responsible for finding someone who can.
- Handle problems or concerns within your capabilities, and never pass them to others if you can resolve them yourself.
- Any problems or concerns brought to you are your responsibility until

I will maintain a secure and trusting environment by ensuring our customer's right to privacy and dignity.

Customer Privacy (Confidentiality)

When entrusted with a customer's affairs, treat all information as confidential. Discussion of customers is restricted to situations in which the information is necessary to meet the customer's needs. Our concern for privacy helps promote peace of mind and lessen anxiety

- Do not discuss customers in public areas.
 - Telephone conversations between employees and customers should always be conducted with discretion.
 - Computer screens contain confidential data. Always be mindful of guarding this information.
 - Customer records must be kept confidential. Avoid leaving customer documents on counters or desks where they can be viewed by unauthorized persons.
-

Service With Heart Standard of Excellence: A Cultural Contract

I will work as a team member willing to assist coworkers, not only within my department, but in other departments as well.

I will take pride in what I do, being responsible for the outcome of my efforts and recognize it is a reflection of who we are.

I will have a positive attitude, be enthusiastic and helpful, always wearing a smile.

I will project professionalism in my personal appearance and attire. I will represent the agency in a positive manner in the community as well as the workplace.

I will communicate in a courteous, positive, and effective manner when I speak, write, or react to situations.

I will maintain a safe environment that protects customers, visitors, staff, and myself.

I will have a basic knowledge of all agency services which enables me to answer customer questions and direct them to the proper department.

I will anticipate and attend to my customers' needs as quickly as possible and inform those customers of any delays. I will remember that everyone with whom I come in contact is my customer.

I will take responsibility for myself and resolve problems that I encounter.

I will maintain a secure and trusting environment by ensuring our customer's right to privacy and dignity.

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