The Customer Services Working Group was given the charge to articulate goals for patron services in the Library. This session was held to gather input from staff & faculty on priorities for training to improve the Library’s level of service. The results will be used by the Working Group to guide the creation of library-wide training programs and the corresponding assessment strategies and metrics.

The first part of this session focused on individual perceptions of where our efforts currently are, and what areas we are not expending significant efforts. A consensus-building exercise in groups followed where areas to develop to achieve excellence in both patron and internal service were prioritized.
RANKING OF PERCEPTIONS
See page 3 for the 16 characteristics evaluated, and to view the full results.

Top 5 areas in which individuals think the Library has a current emphasis:

- Proactive Systems (11)
- Good Reputation (10)
- Patron Satisfaction (9)
- Patron Knowledge (8)
- Trained Front-line Staff (8)

Areas individuals perceive to not be a current priority:

- Decision-Making (10)
- Internal Cooperation (9)
- Service Metrics (9)
- Empowerment (8)

Areas selected by group consensus selected for the Library’s future focus:

- Internal Cooperation (4)
- Proactive Systems (4)
- Decision-Making (3)
- Service Metrics (3)
- Feedback Systems (3)

RANKING OF GROUP PRIORITIES

Internal Cooperation III
Service Metrics III
Decision Making III
Feedback systems III
Service-Oriented Culture II
Proactive Systems II
Empowerment I
Trained Front-line Staff I
Problem-Solving I
## Strategies for Patron Service Training: Individual Results

<table>
<thead>
<tr>
<th>Factor</th>
<th>Current Emphasis</th>
<th>Not a Priority</th>
<th>Future Focus</th>
</tr>
</thead>
</table>
| **Motivation**
Enrolling and mobilizing all employees to participate in a patron-focused work environment. | | 7              |              |
| **Problem-Solving**
When problems are identified, taking immediate and helpful action to solve them in a quick and effective manner. | 6                | 4              | 1            |
| **Internal Assessments**
Regularly surveying staff to find out how satisfied they are with the work environment and asking for their suggestions to provide better service. | 1                | 5              |              |
| **Patron Satisfaction**
Listening carefully to our patrons and immediately resolving issues that are causing dissatisfaction. | 9                |                |              |
| **Internal Cooperation**
Consistently cooperating with each other throughout the Library organization to work smarter, do more with less and reach shared goals. | 2                | 9              | 4            |
| **Proactive Systems**
Consistently making it easy for patrons to use the Library by improving access to materials, decreasing response time and making the Library a special place to visit in person and virtually. | 11               | 4              |              |
| **Employment Standards**
Employing people at all levels within the Library who feel responsible and empowered to do what needs to be done to serve patrons and keep them satisfied. | 3                | 2              |              |
| **Decision-Making**
Involving employees at all levels in making decisions about aspects of their work that involve patrons. |                  | 10             | 3            |
| **Patron Feedback**
Actively listening to patrons and using their input to improve our products and services. | 5                | 4              |              |
| **Service Metrics**
Reporting service metrics so that employees are constantly aware of the importance of service and of progress made in achieving service goals. | 3                | 9              | 3            |
| **Patron Knowledge**
Understanding and anticipating what patrons need, want or expect, and consistently meeting their needs. | 8                |                |              |
| **Feedback Systems**
Operating with a clear feedback system that encourages ongoing user feedback, listening carefully to their suggestions and implementing ideas to improve service. | 1                | 7              | 3            |
| **Service-oriented Culture**
Setting goals, committing resources, modeling behavior and building a quality service culture to ensure total patron satisfaction. | 2                | 5              | 2            |
| **Empowerment**
Training employees at all levels to perform as patron-champions who are capable of using good judgment when quick action is needed to satisfy a Library user. | 1                | 8              | 1            |
| **Trained Front-line Staff**
Constantly training front-line service personnel in both technical and interpersonal skills, including telephone, face-to-face interaction and other patron-relation skills. | 8                | 1              | 1            |
| **Good Reputation**
Developing and maintaining a consistent reputation for credibility, reliability, fair treatment and honesty by providing reliable delivery and honoring warranties and guarantees. | 10               |                |              |
Consensus Top 4 Priorities, by Group

GROUP 1

Service Metrics
- Provides quantitative context for shared evaluation
- Allows to chart progress at any level

Internal Cooperation
- Library-wide problem-solving
- Share successes
- Share problems and solutions

Decision Making
- Empowerment and motivation: need to allow good employees to make good decisions
- “Make it happen, where it happens!”

Service-Oriented Culture
- It’s good to make decisions and it’s good to take risks
- Change is OK
- Challenge is to make connections between staff and users and across units
- Foundation for empowerment

GROUP 2

Decision-Making
- Involving all staff in creation of policies, etc will help motivation etc.

Internal Cooperation
- If this is a Library-wide emphasis, will need to work together. (Only as strong as weakest link.) In an environment of less resources, we have to work together.

Service Metrics
- Closes the loop on training, patron feedback, etc. so we know what works and why (and what doesn’t.)

Service-Oriented Culture
- We have a dream…

GROUP 3

Feedback systems
Service Metrics
Trained Front-line Staff
Proactive Systems
- All of these taken together will contribute to a service-oriented culture.

GROUP 4

Proactive Systems
- Shift away from focus on situational problem-solving
- Treat at the root.

Empowerment
- Now we actively dis-empower customer-service providers

Feedback Systems
- Continual input from patrons, not isolated efforts.

Internal Cooperation
- NSM: Moving away from service silos.

GROUP 5

Feedback Systems
Problem-Solving
- Staff training in problem-solving, decision-making, internal cooperation—proactive systems
- Here’s where we get the goals (staff & patrons)
- Here’s where we respond (problem-solving)

Internal Cooperation
- Possibility of change

Decision-Making
- Actually making