



Achieving Results

SERVICE FOCUS

Values and delivers high quality, professional, responsive, and innovative service to all customers. Establishes and maintains positive, long-term working relationships.

Core Behavioral Anchors –

1. Seeks and uses feedback from a variety of sources to improve service quality.
2. Meets and often exceeds expectations; ensures that stakeholder needs are fulfilled; honors commitments and keeps promises.
3. Adapts service delivery to meet the needs of diverse client base.

Management Behavioral Anchors –

1. Holds self and team members accountable for high quality work and stakeholder relationships.
2. Provides team members with clear direction and support in meeting their service-delivery objectives.
3. Ensures that service delivery roles, responsibilities and reporting lines are clearly defined, understood and accepted.

Met Few Expectations (MFE)	Met Some Expectations (MSE)	Successfully Met Expectations (SME)	Far Exceeded Expectations (FEE)
Views service from own perspective, not the customer's; not mindful of or focused on customer needs.	Doesn't understand or support the need for high quality service.	Understands the need for and benefits of quality service.	Values, supports, and inspires the highest quality of customer service.
Customer needs frequently not met; customers complain about poor service and unfulfilled commitments.	Customer's needs are not a priority; has difficulty following through on service commitments.	Meets and often exceeds customer expectations; ensures that customer needs are fulfilled.	Takes extraordinary measures to meet and exceed customer's expectations; follows through on commitments despite time pressures and obstacles.
Is defensive with difficult customers; blames gaps in service or errors on systems and campus partners.	Is often impatient with customers; unwilling or unable to adapt style to the unique needs of customer base.	Adapts service delivery to meet needs of diverse customer base.	Highly proficient in terms of adjusting and adapting service delivery to diverse customer needs and sensitivities.
Does not ask customers for feedback; deflects responsibility for negative feedback on others.	Sometimes asks customers for feedback; rarely suggests or implements changes that address customer concerns.	Seeks feedback from customers on quality of service; suggests improvements based on feedback.	Skillfully and regularly asks customers for feedback on services; shares feedback with team in order to continually improve quality of service.