

# GET ROLLING WITH THE “WHEEL OF EXCELLENCE”

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City of Ames

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# City of Ames' Goal? Exceed Customer Expectations!

- Facilities:
  - Spotless, Safe, Quality Equipment, Friendly Staff, “Nicest People.....they’d do anything for you”
- Programs:
  - Enthusiastic, knowledgeable, caring staff, “They truly take an interest in me and I improved my .....

# OUR CHALLENGE? TO MOVE FROM “GOOD TO GREAT”

- We lack consistency
- Need leaders that “work on the system” and front-line staff to “work in the system”
- Need tools that define facility and program expectations, best practices, and standard operating procedures
- Need to hire exceptional people and develop them into great staff members that want to serve the public
- Need measurements, auditing procedures, and focused weekly staff meetings
- Need a “continuous improvement” mindset

# CUSTOMER EXPECTATIONS

(Facilities and Programs)

Manager Meetings

Focus Groups

User Surveys

One-on-One Conversations

# STANDARD OPERATING PROCEDURES/BEST PRACTICES

City of Ames values (13)

Excellence: Safety/Quality/Delivery/Cost

# CONTINUOUS IMPROVEMENT

It's a mind-set

Based on customer expectations,  
review all feedback & input, running it through  
our values & the grid of Excellence (S/Q/D/C)

# EXCELLENCE THROUGH PEOPLE

Exceptional Service at the Best Price

Enjoyable and Stimulating Work Environment

# FACILITY & PROGRAM AUDITS and SUPERVISION OF STAFF MEMBERS

Program "kick-off"

Frequent stops at facilities / programs

Talk to parents / participants

Immediately celebrate / address staff performance

Weekly meetings with Team Leader

Complete feedback forms from each program/facilities

Hold focus groups with participants / facility user groups

# HIRE

Exceptional / values-driven people

# TRAIN

Organizational philosophy

Excellence Through People

Excellence (S/Q/D/C)

Non-negotiables

# REWARD

Values-based incentive program

# CUSTOMER EXPECTATIONS

- Developed by the participant, not staff!
  - Manager Meetings/Focus Groups/User Surveys/One-on-One Conversations
  - Some may frequently change (adult sport leagues)
  - Other may stay generally the same (t-ball, swim lessons, gymnastics)
- Assures alignment between what the customer wants and what the City delivers

# STANDARD OPERATING PROCEDURES & ESTABLISH BEST PRACTICES



- Based upon the customer's expectations, develop SOP / Best Practices:
  - Benchmark (Hospital) (Furman Check-In)
  - 13 Values
  - Safety-Quality-Delivery-Cost (Handout)
  - Mindset of continuous improvement

Example: SOP: Cleaning restrooms

# STANDARD OPERATING PROCEDURES & ESTABLISH BEST PRACTICES



| Safety              | Quality                                   | Delivery                              | Cost                            |
|---------------------|---|---------------------------------------|---------------------------------|
| Safe equipment      | Staff is:<br>Approachable<br>Prepared     | Begin / end on time                   | Staff to student ratio          |
| Clear exits         | No or minimal waiting                     | Facility is spotless                  | Equipment well maintained       |
| 1st aid kit stocked | Participants are:<br>Active<br>Having fun | Staff is:<br>Enthusiastic<br>Friendly | Order appropriate # of supplies |

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# HIRE, TRAIN & REWARD STAFF MEMBERS

## Hire

- Exceptional / values-driven people
- Most important step..... “no program is any better than the people you hire”
- If you miss it....6 weeks comes and goes very quickly and participant expectations are NOT met

# HIRE, TRAIN & REWARD STAFF MEMBERS

- Train
  - Explain the organization's philosophy (ETP....customer is king!)
  - Communicate expectations and how to meet them (train on the SOPs)
  - Excellence check list (hand-out)
  - Detail the non-negotiable items (wearing apparel, safety equipment, honesty and integrity, etc)
    - Top 10 list (hand-out)

# HIRE, TRAIN & REWARD STAFF MEMBERS



- Train

Top 10 list (hand-out)

Live the 13 Values.

Greet all customers with a smile and positive attitude upon their arrival.

Accurately handle all transactions throughout the day and complete all required paperwork correctly. Give receipts to all customers at the front desk.

Wear approved uniform (Staff coat, appropriate pants and shoes.)

Be punctual and dependable; do not leave the facility without checking with a supervisor/manager.

Complete all required cleaning per our Standard Operating Procedures.

# HIRE, TRAIN & REWARD STAFF MEMBERS



- Reward
  - Have a “values” based incentive program (still developing ours)

# FACILITY and PROGRAM AUDITS SUPERVISION of STAFF MEMBERS

## Recreation Coordinators

- First day of class / activity meets with parents and participants to explain / review the 5x7 card
- Observes class / activity to assure expectations are being met (minimum of 3 times in 6 weeks)
  - Visit with parents and participants
  - Observe: Safety / Quality / Delivery / Cost
- Celebrate actions that support / Correct actions that detract from expectations being realized
- Meet weekly with Team Leader (ISM hand-out)
- Makes sure participant's complete feedback forms at the end of every class / activity (5x7 cards)
- Hold focus groups with participants / facility user groups

# CONTINUOUS IMPROVEMENT THE JOURNEY FROM “GOOD TO GREAT” NEVER ENDS!

- It’s all about “mind-set” ....plus / delta, and truly caring about our customers and their needs and desires!
- The “Wheel of Excellence” assures consistency (training and support of staff) and identifies issues immediately that need to be addressed
- Tools
  - Review participant feedback cards (5x7)
  - Review staff site visit audits
  - Review the Excellence Check list
  - Individual weekly staff meetings (ISM)

**CUSTOMER EXPECTATIONS**

**CONTINUOUS IMPROVEMENT**

**STANDARD OPERATING PROCEDURES/BEST PRACTICES**

**EXCELLENCE THROUGH PEOPLE**

Exceptional Service at the Best Price  
Enjoyable and Stimulating Work Environment

**HIRE  
TRAIN  
REWARD**

**FACILITY & PROGRAM AUDITS  
and  
SUPERVISION OF STAFF MEMBERS**





REACTION?  
QUESTIONS?