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**Building a Culture of Service (COS)**

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| **Stage 1: Blueprints** | **Stage 2: Construction** | **Stage 3: Maintenance** |
| * Develop Action Plan for ***Who*** does ***What*** by ***When*** to accomplish all of the below | * Develop Action Plan for ***Who*** does ***What*** by ***When*** to accomplish all of the below | * Develop Action Plan for ***Who*** does ***What*** by ***When*** to accomplish all of the below |
| * Communicate to organization what COS is and why it’s Important | * Discussion, events, motivation to ensure organization embraces what COS is and why it’s Important | * Embedded system for checking in on COS pain points and making course corrections |
| * Communicate service concepts to organization:   + Benefits of customer feedback   + Minimizing perceived customer effort   + Importance of standards to promote:     - Responsiveness     - Knowledge     - Consistency     - Accessibility | * Training on service concepts:   + Benefits of customer feedback   + Minimizing perceived customer effort   + Importance of standards * Training Plan for additional COS development needs | * Onboarding on COS Standards * Refresher COS training |
| * Identify/Communicate your organization’s mission * Identify/Communicate Core Services of organization (survey priority) * Work with TAP Survey Team * Identify/Communicate Core Customers and their needs * Identify current customer feedback systems and what is needed | * Gather customer input and verify where needs are not being met fully (TAP Survey, organization surveys, other tools unique to your organization) | * Ongoing Customer Feedback with course corrections as needed * Work across organizations to meet Customer Needs, Develop Partnership Agreements |
| * Communicate to Organization & Implement the Central Administration Step 1 COS Standards (Checklist) * Identify your own Organization COS Standards | * For Central Administration Standards, Create systems for Metrics, Accountability and Recognition * Communicate Organization COS Standards, work to build Acceptance, Create systems for Metrics, Accountability and Recognition | * Adoption of additional Central Administration COS Standards * Ongoing Metrics, Accountability and Recognition systems – which are updated as needed |
| * Identify Core Processes and Process Gaps impacting ability to meet customer needs fully | * Process redesign to close COS gaps, Communicate changes | * Nurture Culture which encourages Input/Innovation * Ongoing COS Process Improvement |

**If you have questions, please contact Celeste Duncan, Culture of Service Consultant, Organizational Excellence, 206.221.1408 or** [**cduncan2@uw.edu**](mailto:cduncan2@uw.edu)

**Tips for Facilitating Change**

**Top-Down, Consultant-Driven Change Progression Self-Discovery, Inside-Out Change Progression**

A series of communication strategies are implemented to generate buy-in and overcome staff resistance to change

Leader sponsors training program to be cascaded down through organization

Staff are expected to follow the new best practices without deviation.

Leader identifies problem, enlists consultants, endorses change recommended by experts