

### What is the Project about?

Developing Our Service Ethos is a project that aims to bring about a shift change in the way that people interact with students within PSS. As part of a wider programme of activity in enhancing the Student Experience, the project will focus on changing attitudes from one of just 'doing a job' to one of 'providing an excellent service'.

### Why is it needed?

Through staff and student consultation completed in 2011, we have a clear understanding of what the problems are in this area. While it is evident that there are some areas which provide an excellent service to students, standards are deemed to be inconsistent across PSS with a commonly observed attitude of some staff seeing students as a hindrance rather than the reason for their jobs. The reasons given for this were complex and included among others:

- Lack of performance management
- Student advice/supporting roles not acknowledged as important by senior staff
- Insufficient training available
- The 'wrong' people in student facing roles
- Some staff demotivated with their jobs

### What are the Project's objectives?

The Project aims to increase performance in service delivery. It will do this by focussing on the people aspect of the role (not the processes and procedures involved in the service) and addresses the issues outlined above in 5 key areas in the following ways:

- 1 Encouraging Managers to take responsibility for leading on the student experience within their area by creating a Student Experience Lead role and supporting its development.

**Role in place – inaugural conference to be held on 5<sup>th</sup> November 2012**

- 2 Using the AskMe campaign as a tool for cultural change.
  - a. Setting up Campus Tours for staff

**Pilot ran September 2012. Evaluation and next steps to be decided.**

- b. Developing the Askme brand / campaign
- 3 Develop a package to support operational units in developing, implementing and monitoring service standards and behaviours. This will help units to understand the critical success factors in good service provision.
- 4 Training, including:

- a. Repackaging the existing central offering and directly promoting courses that will enhance the service ethos.
  - b. Creating opportunities within existing courses to align training objectives with enhancing a service ethos (eg within Recruitment and Selection training, create a section on the elements to consider in recruiting to any student facing roles).
  - c. Requiring PSS staff in advising roles to undertake a designated advisor training programme.
  - d. Identifying any gaps in provision and developing new courses to fulfil those needs.
- 5 Measurement and feedback involving:
- a. The development of a Mystery Visitor scheme using students

Ready to start November / December 2012

#### **What are the benefits?**

- Staff are part of the process to develop and maintain their own service standards.
- A set of defined behaviours leaves no confusion as to what is expected of staff.
- Students receive a consistent and enhanced level of service from staff.

#### **How will success be measured?**

- The role of Student Experience Lead being well established in all areas.
- A new and enhanced suite of training courses directed at enhancing the service ethos.
- A well received support package which gives local ownership over developing and enhancing service standards.
- A successfully run mystery visitor scheme which all student facing PSS staff are aware of and are motivated to improve their standards because of it.
- A feedback loop for students to pass on comments about good and bad service exists in all areas where services are delivered and improvements made where feasible.

#### **What are the constraints?**

It's important to recognise that this project is primarily about people and attitudes, not operations.

It aims to be delivered by September 2013