

FACILITY MANAGEMENT MANUAL

2 Customer Care



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Authors: Robyn Cockburn, Trish Amos, Lucy Atkinson, Esther Bukholt and Marilyn Northcote, Lumin

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The Facility Management Manual has been developed for managers of any recreation, sport or leisure facility. It provides detailed information covering the management and operation of a recreation, sport or leisure facility.

This document is a companion document to the Aquatic Facility Guideline, which can be found on the Sport NZ website and the NZRA website:

<http://nzrecreation.co.nz/index.php/facilities-home/facilities-guidelines>.

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1 Introduction

Excellent customer service involves putting the customer's desires and expectations at the centre of everything. This section looks at the customer experience, understanding what contributes to that experience and discusses the importance of consistently delivering high levels of service throughout the facility.

This section links with the following Facility Management Manual chapters:

Chapter 1 - Community Engagement

Chapter 5 - Marketing

Chapter 6 - Programming

Chapter 8 - Risk Management

1.1 Legal and statutory obligations

The following laws and standards are relevant to the responsibilities and accountabilities of facility managers in the area of customer care:

- Human Rights Act 1993
- Bill of Rights Act 1990
- Consumer Guarantees Act 1993
- Privacy Act 1993
- New Zealand Disability Strategy
- No Exception Strategy

Further information

<http://legislation.govt.nz>

1.2 Policies

All facilities should have policies relating to customer experience and care processes. These could include but are not limited to:

- Brand guidelines
- Communications policy (including use of phones and email by staff)
- Customer complaints procedure
- Customer service policy
- Dealing with difficult behaviors
- Risk management policy.

2 Reviewing Performance

2.1 Self-review

Prior to using this chapter, do a quick check on how the facility is performing in customer care.

Customer care self-review

Description	Self assessment
<p><i>Customer responsiveness</i></p> <ul style="list-style-type: none">• The facility has systems in place for knowing who customers are, what they want in a leisure experience, and ensuring services deliver this• Staff relate well to customers and 'match' the customer base	
<p><i>Branding</i></p> <ul style="list-style-type: none">• A facility brand has been developed, is understood by all staff and followed through at every level of service and operations	
<p><i>Delivering excellent customer care</i></p> <ul style="list-style-type: none">• The facility has a culture of delivering excellent customer service• Frontline staff know how to respond to different customer behaviour and communication styles• The facility has policies, systems and training in place for dealing with conflict and difficult situations	
<p><i>Customer feedback</i></p> <ul style="list-style-type: none">• Customers are able to provide feedback at any stage of a programme or service and this is responded to• The facility has a policy, systems and staff training in place for positively dealing with customer complaints	

2.2 Key performance indicators

Area	Indicators	✓
Value for money	Customers believe the facility and its services to be value for money.	
Staff responsiveness	Staff anticipate the needs of customers and act appropriately. Staff respond promptly and appropriately to customer concerns.	
Facility management	The facility is well presented and clean.	
Customer service choice and experience	Customers are satisfied with the range and quality of services.	
Access	The wider community has easy access to information they need. Customers are able to access the services they have come for.	

3 Knowing the Customer

Customer care is about putting the customer's desires and expectations at the centre of everything and building the culture, management and operational functions of the facility around this concept. To do this effectively, knowing the customer and understanding what contributes to a positive customer experience is essential, as is positively engaging with them, delivering a quality service and promptly resolving issues.

The facility must develop a real understanding of who potential customers are, what they value in terms of the 'leisure experience' and how the services and resources may best be used to deliver services beyond their expectations.

Case Study: Never2old, AUT University and YMCA of Auckland

The Never2old exercise programme is dedicated to inspiring and leading older adult New Zealanders to improved functional fitness, flexibility, balance and well being and the maintenance of fully engaged, independent lifestyles. Their programme reflects this branding in every aspect of the operation.

Never2old offers a structured and guided training programme for the over 60s and the focus is on functional easy to follow exercises that will help achieve an active and independent lifestyle. They also run modified sports events, social activities, seminars and outdoor challenges and provide a newsletter geared for New Zealand's older adults.

The social aspect of these groups often takes over from the activities themselves! Many meet for coffee after their class or workout and plan events and trips. It's fun, friendly and welcoming.

The Never2old programme, developed by Auckland University of Technology, for adults aged 60 years and over has gone from strength to strength and is now running in six YMCA locations across Auckland and Hamilton.

Further information

<http://www.aut.ac.nz/study-at-aut/study-areas/sport--and--recreation>

FMM Chapter 1: Community Engagement

3.1 Creating a brand

Once management know who the customers are and what they value, the 'brand' can be created. A brand is a mixture of tangible and intangible benefits that, if properly managed, can create 'value' and lead to customers choosing the facility or programme. For example is the facility brand family friendly, a youth hang out, a wellbeing centre, or a community hub? Is the facility to be branded as accessible, inclusive or boutique?

Once customers are understood and the brand identified, the brand can be developed and communicated in all parts of the operation. Every aspect of customer contact or engagement is an opportunity to reflect and reinforce the facility and its brand.

4 Building Customer Relationships

Building excellent customer relations generally begins long before they reach the facility, and may continue long after their visit. Excellent customer care will require a coherent, useful, accessible, consistent, efficient, friendly, timely, and caring service at every point. To achieve this, empathy and good listening skills will be core skills for staff. The more customers' feel heard and understood, the better their experience of the facility.

Staff are the 'glue' between participants as they have the opportunity to facilitate and build relationships between people. Creating social networks and cohesion between participants and customers will help increase customer retention.

4.1 The customer experience

Excellent customer care also means ensuring that every point of contact and engagement with the customer meets or exceeds their expectations. This includes their entire journey into, through and out of the facility and every interaction they have with staff during that journey.

One way of enhancing the customer experience is to think about the facility from their point of view. This can be done using the AIDA model (**A**wareness, **I**nterest, **D**esire, **A**ction). Think about what they need as they move through the engagement process with staff and the facility from their initial awareness to interest, desire and finally to action.

Awareness

Awareness raising and first points of contact usually begin when, or even before, customers are deciding to enquire about the facility and services. Awareness is often virtual and may include travelling past the facility and observing the frontage or building, visiting the facility website or word of mouth references.

Customer awareness of facility	
Facility	<ul style="list-style-type: none">• Building frontage• Visual appearance• Signage• Appeal
On-line presence	<ul style="list-style-type: none">• Design• Relevance of message• Source of more information
Print	<ul style="list-style-type: none">• Design• Relevance of message• Where to get more info
Word of mouth	<ul style="list-style-type: none">• Positive• Encouraging

Interest

Developing interest and second points of contact occur when potential customers want more detailed information about the facility. Relationship with them can be enhanced through: promotions, on-line presence, and phone or early customer contact.

Customer interest raised	
Promotions	<ul style="list-style-type: none">• On-line and social media• Print• Word-of-mouth
On-line presence	<ul style="list-style-type: none">• How accessible is it• Ease of navigation
Phone	<ul style="list-style-type: none">• Friendly• Coherent• Useful

Desire

Desire or further points of contact is the point at which the customer decides to engage or enrol in a programme or event. They are generally focused on the enrolment process, which can be actual or virtual such as visiting in person or enrolling on-line for a programme.

Customers explore opportunities	
Visits in person	<ul style="list-style-type: none">• Access• Parking• Signage• Welcome• Whanau friendly• Facility match for customers
Enrolling	<ul style="list-style-type: none">• A range of ways to enrol• Easy to use• Information they need• Complaints• Re-enrolment

Action

The **Action** stage, when customers participate and engage, offers a range of new points of contact such as welcoming them into the facility or programme, engaging with the staff, tutors and other participants, surveys and post programme follow up opportunities.

Customer relationship opportunities	
Programme/service participation	<ul style="list-style-type: none">• Welcome• Change rooms• Signage• Venue (presentation, cleanliness, atmosphere)• Tutor (attitude, skill)• Programme (stage, level, enjoyment)• Other participants
Post programme/service	<ul style="list-style-type: none">• Feedback systems• Follow up• Re-enrolment

Take time to consider the points of contact in the facility from the customers' point of view. Where does the facility and its' staff provide excellent customer care, what opportunities are there for building customer relationships, what needs to improve and how smooth are the 'transitions' between those points? For example:

- Is it easy to register from every part of the first point of contact (phone, email, website)?
- On arrival, is it easy to park, access the building, and find the amenities needed, pay and engage in the services?
- Once an activity or programme is complete, are there ways of continuing contact with customers?

5 Delivering Excellent Customer Care

Remember the old maxim – it costs more to attract a new customer than to keep an existing one. Positive customer experiences increase loyalty. Customers will come back if what is offered meets and exceeds their expectations. While it is not always possible to meet all customer expectations, staff and management can always provide excellent customer service by being helpful and interested.

This customer care checklist can be used to help assess the level of customer care.

Checklist	Find out how
<p>Staff are a reflection of the facility and require a high level of professional knowledge and a professional attitude. Do staff:</p> <ul style="list-style-type: none"> • Positively engage with customers at every point of contact • Know the facility and its operations intimately • Communicate the special value and brand to customers • Respond quickly and appropriately to customer complaints • Enjoy their work? 	<p>Recruit, retain and develop staff</p> <p><i>FMM Chapter 3 - Human Resources</i></p>
<p>First impressions can be hard to change, so make them good. Does the facility:</p> <ul style="list-style-type: none"> • Have a welcoming entrance • Provide good signage in and around the facility • Provide positive and personal interaction on entry • Provide introductions or instructions at every point of contact (e.g. how to use a piece of equipment)? 	<p>Create facilities to a high standard</p> <p><i>FMM Chapter 5 – Marketing</i></p>
<p>Safety and comfort - Customers need to feel safe and comfortable at all times. Does the facility have:</p> <ul style="list-style-type: none"> • Adequate, well-lit and accessible parking • Amenities that are clean, well maintained and well resourced (toilets, meeting rooms, equipment) • Health and safety practices and standards to a high level, which are clearly communicated to customers? 	<p>Maintain a safe environment</p> <p><i>FMM Chapter 8 – Risk Management</i></p>
<p>Customer services attract customers when their needs are met. Does planning take account of:</p> <ul style="list-style-type: none"> • Who the customers are • Matching services to suit customers • Meeting the needs of a range of customers (consider timing, focus, tutors) • Providing positive social interaction between customers • Results from comprehensive customer feedback systems? 	<p>Designing programmes for the community</p> <p><i>FMM Chapter 6 – Programming</i></p>

Case Study: Tiddlers Multisport Charitable Trust

Tiddlers Multisport was created to offer young children the opportunity to participate in, and enjoy multisport events. A multi-sport athlete, who wanted her own pre-schoolers to have the opportunity to participate in an event, developed it when she couldn't find a suitable event. She created a race for her local triathlon club. Thirteen children turned up and the following week she was approached by parents from her son's school asking if she would be running another race because they heard it was a lot of fun. The second event attracted 70 children and has gone from strength to strength. It now attracts 300 children at quarterly events.

Tiddlers differs from other multi-sport events because Tiddlers focuses on the under sevens and takes account of the needs of pre-schoolers and their families in every aspect of the programme. Activities are fun and low key. They encourage all ages and abilities to have a go and have fun. The races are three minutes long and the atmosphere is 'carnival' with a wet slide, bouncy castle, face painting and sausage sizzle. There are characters, Pirate Pete (race briefing) and Febe Fairy (presents certificates) and visiting guests such as Harold the Giraffe. There's even a Tiddlers song!

The low cost structure (\$8 per child) breaks even at 200 participants per day.

Tiddlers Multisport is a charitable trust run by volunteers and are accomplished award winners in the recreation industry.

<http://www.tiddlersmultisport.co.nz/>

5.1 Understanding customer behaviour

To provide excellent customer care, staff will need to know how to interact with a wide range of customers and how to handle a wide range of behaviours. Training staff in personality profiling will give them the knowledge, understanding and skills required so they can understand different 'personality types' and to adapt their own service to provide the best care for each customer. There are many personality profiling systems available, therefore, a good approach is to choose one system and train staff in that system. This will provide a common facility language, response and culture for understanding customer behaviour. Some of the profiling systems are:

- Tetra Map: <http://www.tetramap.com>
- The DISC Model: <http://www.thediscpersonalitytest.com>
- DOPE 4 Bird: <http://richardstep.com>.

Employees who 'match' the customer profile are often best placed to provide the greatest engagement and care of the customer. Younger people often relate more easily to young people, parents to parents, culture-to-culture etc.

Staff also need to have 'tools' to handle difficult situations such as conflict, aggression and anger. Policies, resources and training should be in place to protect staff and customers in these more difficult, and in extreme cases, dangerous situations.

Further information:

FMM Chapter 8: Risk Management

5.2 Customer feedback systems

To ensure customers are satisfied, evaluation systems need to be developed, feedback reviewed and where appropriate responded to.

When creating customer feedback systems, be clear about how the information will be used in the planning process. This will help ensure that useful and relevant information is received. For example, will the information be used to develop programmes for particular communities, improve marketing material or to find out who else might be interested in the facility?

Creative feedback systems often produce the best results in terms of feedback received. People encounter a myriad of surveys. Think creatively about how to match feedback systems to the customer so they will be motivated to respond thoughtfully. For example, young people may not wish to fill out standard participation satisfaction forms, but could get engaged if they have the opportunity to screw them up and slam dunk them in a goal for a prize or alternatively write their feedback up on a graffiti wall.

As well as the usual surveys (written, on-line or by interview), consider the following avenues:

- Personal interviews/focus groups with core customers annually
- Follow up after programmes
- Social functions for core customers.

Template: Leisurecheck – In facility feedback survey

Case study: Yardstick

Yardstick (Leisurecheck visitor measures) is an on-line, interactive customer survey system that can be made available to customers directly or through roving staff interviews. Information is analysed in real time, comparing it instantly with other 'like' facilities. Yardstick is an international project operating in eight countries and in New Zealand it is owned by NZRA and managed by Xyst.

Yardstick enables facilities to:

- Develop a comprehensive profile of customers
- Confirm how and why customers are using facilities
- Measure customer satisfaction
- Track how visitor profiles, usage behaviour and satisfaction change over time
- Compares performance with other 'like' facilities to identify areas of relative strength or weakness
- Creates reports
- Codes away with printed questionnaires and data management.

5.3 Customer feedback questions

Contribution to the planning process	Useful questions to ask
<p>Current use and participation</p> <p>Understanding how and why customers use services can help to better allocate resources.</p>	<ul style="list-style-type: none"> • How often do you use the facility? • What time of the day/week/year? • Which of the services do you use (list)?
<p>What customers are looking for</p> <p>Understanding what customers want can help to develop services that fit their expectations.</p>	<ul style="list-style-type: none"> • What do you currently participate in at the facility? • What do you participate in outside of the facility? • What benefits are you looking for? • What makes it hard for you to participate?
<p>Satisfaction with services</p> <p>Knowing how satisfied customers are will help decide what areas to focus on.</p>	<p>Questions can relate to:</p> <ul style="list-style-type: none"> • Amenities • Feedback and/or complaints process • Marketing and promotions • Membership offers (loyalty, concessions) • Prices • Programmes • Registration process • Staff • Standards (e.g. cleanliness). <p>Note: customers can rate these in a variety of ways such as excellent to poor.</p>
<p>Other opportunities</p> <p>To thrive, the facility will need to continuously innovate and stay ahead of customer needs and trends.</p>	<ul style="list-style-type: none"> • Would you recommend us to others? • Who? • What else would you like to do at the facility?
<p>Demographics</p> <p>Knowing who the customers are and what services they are using will help to target promotions and services.</p>	<p>Find out about their demographics. Key questions include:</p> <ul style="list-style-type: none"> • Where they live • Age • Gender • Ethnicity • Occupation • Leisure interests.

Template: Programme satisfaction survey exemplar

5.4 Customer complaints

"To err is human; to forgive, divine" (Alexander Pope).

Customer disappointment from time to time is somewhat inevitable, dissatisfied customers however are not. Disappointment and complaints can be seen as an opportunity and taking swift action on putting things right will help to positively change customers' attitudes. There is nothing better than a dissatisfied customer who, because of excellent customer care, becomes a great word-of-mouth asset.

Benefits of good complaint management

- Research shows that only a fraction of dissatisfied customers complain, so every time a complaint is received, it's an opportunity to improve the service to many others
- Saves time and money. Negative word-of-mouth publicity is expensive
- Dissatisfied customers, who have had their complaints resolved satisfactorily, can become highly loyal, long-term customers.

Empower frontline staff

Unhappy customers are most likely to complain to their latest point of contact within the facility, which is normally frontline staff. Empower staff with training, systems and levels of authority that will allow them to appropriately and positively manage customer complaints.

Key steps to complaint management¹

Prevention of complaints through excellent customer care is, of course, the best action. Having a good complaint management system including a clear and simple method for customers to complain and a simple and transparent problem resolution process is important.

Key steps to designing an effective complaint management system:

- Designate a location for receiving complaints
- Develop a system for record keeping
- Process and record complaints
- Acknowledge complaints
- Investigate and analyse the complaint
- Resolve the problem in a manner consistent with facility policy
- Follow up
- Prepare a report
- Empower frontline staff.

Template: Facility feedback form

¹ http://www.customerexpressions.com/cex/cexweb.nsf/Handling_Customer_Complaints_-_A_Best_Practice_Guide.pdf

6 FAQs

Q: I get completely bogged down in all the customer evaluations we are required to do for my facility. Is there a way to short cut some of this?

A: There are many reasons for collecting information about customers and their satisfaction with the facility. For example, many local authority facilities have participant satisfaction targets, which are publicly reported. This can seem like unnecessary work after a while, so you can make sure every survey/evaluation counts, by becoming involved in the planning process. Ask questions such as 'what is the purpose of this evaluation'? How will it help in planning and meeting the needs of customers? What could be changed to better meet the evaluation needs of the facility?

Q: We don't have a strong culture of customer care in our facility. Where should I start?

A: At the coalface! Involve staff in identifying the benefits of great customer care (including the impact on themselves such as improving their own job satisfaction), ways of ensuring customer care and service and generating strategies and tactics for achieving this.

Put policies in place that relate to customer care and service. This enables standards and benchmarks to be set and customer care improvements celebrated.

Q: What's all the fuss about customer complaints? We don't get any complaints – so our customers are satisfied, right?

A: Only a fraction of customers will complain, and the harder you make it for customers to complain, the lower the fraction. Create a culture of seeing complaints as opportunities. Set up easy to follow and transparent complaint systems and empower staff to manage complaints positively. Now sit back and watch the new opportunities that complaints, (aka suggestions, customer engagement) affords the facility.

7 Templates

7.1 Leisurecheck - In facility feedback survey²

7.2 Programme satisfaction survey exemplar

7.3 Facility feedback form

² From Xyst

7.1 Leisurecheck - In facility feedback survey

Hello, my name is _____ from _____, how are you? Today we are conducting a brief survey of FACILITY users.

General Questions	
Q1. How often do you visit _____?	
Q2. How long did/are you stay(ing) in this facility today?	
Q3. What part of the facility did (are) you use(ing)?	
Q4. What have you done in the POOLS today?	
Q5. What have you done in this FACILITY today? <i>(If only a pool facility don't ask)</i>	
Q6. How do you usually get to this facility?	

When answering the next set of questions please think about *your* use of this facility.

Facility (All)	Importance <i>(circle one)</i>	Satisfaction <i>(circle one)</i>
Q7. Adequate car parking	1 2 3 4 5 N/A	1 2 3 4 5 N/A
Q8. Programmes (to meet your needs)	1 2 3 4 5 N/A	1 2 3 4 5 N/A
Q9. Security - personal safety in facility/car park	1 2 3 4 5 N/A	1 2 3 4 5 N/A
Q10. Good Customer service (all staff) <i>just satisfaction</i>	1 2 3 4 5 N/A	
Food and Beverage Service / Cafe (if present) <i>(don't ask if just vending machines)</i>		
Q11. Customer service	1 2 3 4 5 N/A	1 2 3 4 5 N/A
Q12. Quality and selection of food	1 2 3 4 5 N/A	1 2 3 4 5 N/A
Q13. Cleanliness	1 2 3 4 5 N/A	1 2 3 4 5 N/A
Q14. Value for money	1 2 3 4 5 N/A	1 2 3 4 5 N/A

Swimming Pool Facility	Importance (circle one)	Satisfaction (circle one)
Q15. Is environment safe - lifeguard numbers and visibility	1 2 3 4 5 N/A	1 2 3 4 5 N/A
Q16. Water temperature	1 2 3 4 5 N/A	1 2 3 4 5 N/A
Q17. Water quality - clear, clean and no smell	1 2 3 4 5 N/A	1 2 3 4 5 N/A
Q18. Shade adequate for your needs <i>(Only ask if outdoor areas exist)</i>	1 2 3 4 5 N/A	1 2 3 4 5 N/A
Q19. Environment - air quality / temperature <i>(Not asked for outdoor pools)</i>	1 2 3 4 5 N/A	1 2 3 4 5 N/A
Q20. Pool activities - slides, water play features etc.	1 2 3 4 5 N/A	1 2 3 4 5 N/A
Dry Facility (non-aquatic)		
Q21. Age and quality of equipment	1 2 3 4 5 N/A	1 2 3 4 5 N/A
Q22. Staff supervision and competence	1 2 3 4 5 N/A	1 2 3 4 5 N/A
Q23. Environment - air quality / temperature	1 2 3 4 5 N/A	1 2 3 4 5 N/A
Other Questions		
Q24.	1 2 3 4 5 N/A	1 2 3 4 5 N/A
Q25.	1 2 3 4 5 N/A	1 2 3 4 5 N/A
Q26. OVERALL, how satisfied are you with the cleanliness of this facility? <i>(circle one)</i>		1 2 3 4 5 N/A
Q27. OVERALL, how satisfied are you with the provision of toilets and showers at this facility? <i>(circle one)</i>		1 2 3 4 5 N/A
Q28. OVERALL, how satisfied are you with the whole facility? <i>(circle one)</i>		1 2 3 4 5 N/A

Q29. IN GENERAL , if there was one change you could make to this facility what would it be?			
Q30. OVERALL , have you ever reported a problem to staff at this facility? (<i>circle one</i>)	Yes N o	Q31. If "yes to Q30" was it resolved to your satisfaction? (<i>circle one</i>)	Yes No
Q32. OVERALL , what do you enjoy most about this facility?			
Q33. If we want to inform you of events and activities at this facility which media would be best for you?			
Q34. Where are you from?			
Q35. Why did you select this facility over others you could have chosen?			
Q36. Are there any services/facilities you would like available in this facility?			

We're almost at the end of the survey; I need some information about you...			
Q37. Name:		Q38. Gender (<i>circle one</i>) Male Female	
Q39. Contact Information:			
Q40. What age group are you?			
Q41. Which ethnic group best describes you?			
Q42. For quality control purposes, my supervisor may phone to check some of my work, could you please provide us with your name and contact phone number? (<i>circle one</i>)		Yes	No

That completes the survey, thank you for your time.

Researcher to Complete		
Q43. Date / /	Q44. Time of completion	Q45. Weather (<i>describe briefly</i>)

7.2 Programme satisfaction survey exemplar

Available from: <http://wellington.govt.nz/~media/events/event-planning-and-support/files/getsetgo-planning-sheets.pdf> page 27

7.3 Facility feedback form

What do you think?

We are dedicated to making your time at this facility an enjoyable experience. If you have any comments, suggestions, compliments or complaints, please take a minute to fill in this feedback form. We appreciate your thoughts and take them seriously.

Thanks for your time.



Comments / feedback / ideas	
Facility visited:	
Date:	Time:

If you would be happy for us to discuss your feedback further please provide your details below:

Name:
Address
Phone:
Email:

Please place in drop box provided or you can post to (provide address)

8 Questions for Educational Context

Customer care

If you had to sum up good customer care in one phrase, how would you describe it?

Points of contact

What is meant by the term '*points of contact*'?

Name several 'points of contact' for a new customer and briefly describe what your facility might do to ensure that the experience is a positive one.

Knowing your customers

Knowing your customers, and finding out what they want from their experience, is emphasised in this chapter. Outline and explain two reasons for:

- Knowing who your customers are
- Discovering what they want from their experience at your facility.

Engaging with customers

Continuing engagement with customers after they have visited a facility is important for building customer loyalty. Describe several ways that facility staff can continue the relationship with a customer during or after participation in a programme or event at the facility.

9 References and Further Information

9.1 Further information

Active listening accessed from <http://www.mindtools.com/CommSkill/ActiveListening.htm>

Customer behaviours accessed from
http://www.skillsactive.org.nz/assets/Resources/Customer_behaviours.pdf

Customer with different needs accessed from
http://www.skillsactive.org.nz/assets/Resources/Customers_with_special_needs.pdf

Kiwihost customer service training accessed from <http://www.kiwihost.co.nz>

Never2old accessed from <http://www.aut.ac.nz/study-at-aut/study-areas/sport--and--recreation>

New Zealand Legislation accessed from <http://legislation.govt.nz>

New Zealand Standards for signage accessed from
<http://shop.standards.co.nz/search/ed?q=signage>

Skills Active. *Understanding your Customers Info Book*

Tiddlers multisport accessed from <http://www.tiddlersmultisport.co.nz/>

9.2 References

Handling customer complaints. A best practice guide, accessed from
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