Client Service Standards and Behavioral Indicators
For Baylor University Libraries

The goal of this document is to promote exceptional client service throughout the Baylor University Libraries. **"Clients" as used throughout this document refers to both internal coworkers and external clients.** All library employees, including student workers, must demonstrate behaviors identified with a "**C**" (core competency) in the "*Meets Expectations*" column when it is appropriate to the situation. Behaviors identified as "*All Staff*" apply to everyone. *"Management" behaviors apply to all managers and supervisors.* In addition to demonstrating Management behaviors, managers and supervisors are expected to demonstrate "*All Staff*" behaviors as appropriate to the situation and modified to meet their roles and responsibilities. The behavior statements shown below are not meant to be all inclusive of either acceptable or unacceptable behavior. Not every employee will have the opportunity to demonstrate every behavior. Behavior examples may be role and situation specific.

APPROACHABILITY			
Standard	**Exceeds Expectations**	**Meets Expectations**	**Does Not Meet Expectations**
Approachability: **Contributes to a friendly, welcoming environment. Greets everyone with a pleasant expression, speaks with courtesy and respect, introduces self as appropriate and extends words of helpfulness and cooperation. Presents a professional appearance. Maintains a neat and well-organized service point.**	• Always friendly and welcoming • Puts clients at ease • Watches for opportunities to be helpful to clients • Initiates interactions with clients to make them familiar with the library in a positive and encouraging manner • Consistently demonstrates enthusiasm for his/her job • Offers to help clients with difficult tasks and procedures • Treats everyone with utmost respect and consideration at all times • Encourages clients to ask for help if needed and readily cooperates when requests are made, if available • Inspects equipment regularly for working status and takes corrective action if indicated • Monitors public areas throughout the day for neatness and cleanliness; takes action as required • Recognized by coworkers and clients as someone who responds to their concerns with interest and readily offers assistance • Tactfully redirects clients to alternate sites if actions interfere with a designated study environment • Always presents a professional image in attire and appearance	**C** Displays positive body language and a pleasant facial expression **C** Dresses for work in accordance with the Baylor University dress code **C** Displays name tag properly **C** Greets clients before being greeted or acknowledges their presence promptly **C** Keeps all service areas clean, neat, and well organized **C** Speaks with courtesy and respect to all clients and coworkers **All Staff** • Smiles and makes eye contact with clients when appropriate • Helps new staff feel welcome • Serves as a positive representative of the Baylor University Libraries to clients and coworkers • Displays a pleasant, cooperative, respectful attitude • Makes a conscious effort to be visible to clients • Makes initial approach to client to determine if assistance is needed when appropriate • Promptly gives client full attention when approached for assistance • Handles interruptions in a positive manner • Welcomes clients into the work area • Acknowledges coworkers promptly	• Rarely smiles or acknowledges clients as they approach • Verbal and/or nonverbal behavior indicates annoyance or irritation at being approached • Does not speak to clients when spoken to • Uses a tone that is discourteous, argumentative, disrespectful or cold • Does not wear name tag properly • Talks in a loud and/or abrupt manner; responses are hurried or curt • Does not look at clients when approached or asked for assistance; ignores clients and visual clues that clients may need assistance • Rarely speaks to co-workers • Unwilling to accept corrective feedback or ideas other than one's own • Looks the other way or walks away when someone needs help; does not make eye contact • Disappears for long periods without informing clients of location; difficult to find when needed • Requests for assistance must be repeated multiple times before help is provided • Does not identify and tag equipment that should be placed out of service or initiate a repair request • Stares at, ridicules or ignores clients

APPROACHABILITY			
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		upon reporting to work or encountering them during activities • Speaks in a soft, calm manner but loud enough to be heard by the person being addressed • Cooperates as a team member in supporting client services • Is dependable; provides alternative contact information when not available • Is punctual • Answers phone promptly, pleasantly and courteously, identifying self and location • Offers assistance, as appropriate, to clients and coworkers • Promptly returns items to designated locations after use **Management/Supervisory** • Demonstrates client service role model behavior in interactions with staff and clients • Creates & posts signs in area that are positive rather than negative in tone • Is available to staff to assist in problem resolution • Communicates new policies and procedures promptly to all affected parties • Monitors work areas to determine that staff have appropriate and sufficient equipment and supplies to meet client needs • Promotes importance of client service in position descriptions and evaluation process	• Speaks disrespectfully about management, coworkers, clients, etc. • Fails to use proper etiquette in communication; does not identify self or unit when answering the phone • Often fails to return items to appropriate location

KNOWLEDGE

Standard	Exceeds Expectations	Meets Expectations	Does Not Meet Expectations
Knowledge: **Maintains effective knowledge of Baylor University Libraries' resources, products, services, policies and procedures in order to provide clients with clear, easy to understand, timely and accurate information.**	• Looks for ways to improve services, procedures, and processes • Evaluates situations for potential issues and plans for the unexpected • Demonstrates creative problem solving • Promptly resolves problems and looks for sustainable, long-term solutions • Consistently serves as a resource person to demonstrate knowledge or best practices for completing tasks or using equipment	C Maintains effective knowledge of all resources and services available at one's service point C Demonstrates understanding of role as facilitator and supporter of the mission of the university and the libraries C Participates in appropriate professional development and training activities to maintain and expand current knowledge of area of expertise and for personal growth **All Staff** • Seeks to maintain knowledge of current library and departmental policies and procedures • Understands library policies regarding confidentiality, copyright, licensing and privacy rights per job requirements • Recognizes when to refer a client to a more appropriate library, librarian, or other resource person • Stays familiar with services offered by other library departments and is able to properly refer clients needing these services • Knows how to obtain maps of the library or campus to assist clients and staff in finding their way around; provides maps to clients as needed **Management/Supervisory** • Aligns policies and programs with university and libraries mission statements • Encourages staff to participate in professional and personal development opportunities • Encourages staff to develop problem solving abilities and to take appropriate risks to resolve issues	• Consistently provides insufficient or inaccurate information • Fails to seek assistance when unable to provide accurate information • Implements new processes without consulting and informing clients or evaluating the impact of the changes • Frequently sends or leaves messages that are incomplete or inaccurate • Rarely offers solutions to issues; only complains that they exist • Does not participate in professional development or training opportunities • Does not attempt to keep up-to-date on library services and policies

KNOWLEDGE			
Standard	**Exceeds Expectations**	**Meets Expectations**	**Does Not Meet Expectations**
		• Empowers staff to solve problems by gathering and sharing input from appropriate resources, such as LibQUAL+ survey, staff exit interviews, client comments, etc. • Orients new managers, supervisors, and staff to Baylor Libraries' services, policies and procedures • Empowers staff to meet client needs by keeping them informed of new services, policies and procedures • Informs staff of decisions and issues that may impact their job • Encourages staff to share training and knowledge gained through staff development opportunities	

INTERACTION			
Standard	**Exceeds Expectations**	**Meets Expectations**	**Does Not Meet Expectations**
Interaction: **Identifies the client's needs by listening carefully and attentively. Rephrases the client's question/request to confirm understanding. Establishes what the client has done to find the needed information. Provides accurate and current information using a positive tone of voice in an efficient and courteous manner.**	• Treats everyone with utmost respect and consideration at all times • Demonstrates patience and caring in difficult client interactions and when communications are challenging • Demonstrates creativity in resolving complex communication issues • Has received training as a mediator and uses it for the benefit of the organization • Walks with client to location where assistance can be provided when possible • Volunteers to stay over or help out in ways that go beyond the routine expectation for the position • Regularly seeks out opportunities to assist clients above and beyond minimal or average expectations of job performance	C Maintains privacy and confidentiality of clients and co-workers C Supports orientation efforts for new staff and helps make new staff feel welcome and wanted C Treats clients with respect during all interactions, regardless of culture, religious beliefs, gender, race, physical/mental abilities, age, economic status, political persuasion, etc. C Practices basic phone etiquette; identifies department and self; responds to questions/responds or transfers client to appropriate department; informs client of transfers and provides them with extension information C Listens carefully and asks appropriate questions to identify the "real need" of each client and co-worker **All Staff** • Explains to the client what one is doing to assist them when appropriate • Demonstrates knowledge of library policies regarding confidentiality and privacy rights • Works as a team member to resolve issues without blame when client service problems or concerns develop that involve other departments • Provides assistance to clients and co-workers in accomplishing the mission and goals of each unit • Does whatever is needed In emergency situations to help resolve the crisis, within abilities and legal limits • Checks the status of an item the client cannot find and recommends alternative(s) if the item cannot be located (alternatives can include	• Responds to clients with discourteous, argumentative, disrespectful, cold and/or unsympathetic tone of voice • Unwilling to accept feedback or ideas other than one's own ideas • Does not share information with clients in a clear, concise manner or leaves important information out • Blames staffing issues or makes excuses rather than providing needed information • Does not accept responsibility for own actions or errors • Does not check on clients who may be waiting; fails to explain the delay or state when they will be helped • Refuses to perform job duties that are not in one's job description, though competent to perform the task • Reads other's e-mail, inter-office mail, or listens to voice messages without authorization • Uses cultural slurs, disrespectful comments, vulgar language, ethnic "put-downs", harassing language/actions, etc. in verbal or nonverbal forms of communications • Does not listen while clients speak; frequently interrupts • Often inserts own interpretation of a speaker's comments rather than clarifying the intent of the message • Gives client easily accessible information instead of more appropriate information that may require more work to locate • Speaks loudly to communicate with clients who are far away rather than moving close enough to speak to the client in a normal voice • Routinely fails to answer phone in a timely fashion

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		referral to the proper unit) • Speaks clearly and pleasantly • Consults coworkers when additional information is needed to assist the client • Maintains eye contact, as appropriate, throughout the interaction with the client • Looks for opportunities to assist clients **Management/Supervisory** • Empowers staff to answer client questions • Gives full attention to staff member when in a formal meeting and does not allow interruptions except for emergencies • Empowers staff to use a team approach to problem solving, when appropriate • Promotes accountability for decisions made by staff without being accusatory or disrespectful • Recognizes and acknowledges staff for excellent client service behaviors • Serves as mentor and role model to new supervisors, managers and staff in promoting quality client service behaviors • Provides managers, supervisors and staff with resources and training to prevent issues of client discrimination or harassment, and takes appropriate action to address such instances • Takes appropriate action to stop workplace gossip and/or behaviors detrimental towards staff morale • Utilizes behavioral interviewing techniques, which focus on identifying quality client service behavior, in selection of staff	• Fails to refer clients to an appropriate person/resource when unable to meet the client's need • Discusses private or confidential information with clients without valid reason or permission of parties involved

FOLLOW UP

Standard	Exceeds Expectations	Meets Expectations	Does Not Meet Expectations
Follow Up: **Responds to all inquiries in a timely manner. If this is not possible, informs client of the reason for the delay and when a full reply can be expected. Ensures client is satisfied.**	• Shows appreciation and gives feedback to other staff who have helped in assisting the client • Provides immediate relief during stressful situations and promptly follows up to resolve issues • Problem solves for prevention of future issues similar to current concerns • Initiates contact with the client to confirm satisfaction of services • Consistently responds before deadlines	**C** Works actively to direct clients to appropriate resources and will advise other departments of the client's needs upon referral **C** Participates in creative problem solving for prompt resolution of issues and follows up with long term resolution ideas **C** Asks client if more information is needed, when appropriate, and encourages the client to return if additional information is needed **All Staff** • Follows established timeframe for responding to client requests • Informs supervisors and other staff of unresolved, complicated, or otherwise problematic interactions in case the client returns for follow up • Is realistic when making commitments on behalf of other people or departments • Admits when mistakes have been made and seeks to remedy the situation • Offers explanations and apologies, not excuses, for delays in service • Keeps managers/supervisors informed of unit issues that interfere with productivity or harmony of the unit • Regularly returns phone calls and e-mails in a timely manner **Management/Supervisory** • Initiates appropriate corrective actions for unacceptable client service behaviors • Establishes appropriate timeframe for responding to client's concerns	• Fails to return phone calls, e-mails, or requests • Fails to deliver messages in a timely or accurate manner • Routinely fails to provide clients with information about expected delays or a realistic time frame for providing answers to difficult questions • Does not promptly follow up on concerns, issues, or need for clarification • Does not follow unit standards for response time