

# Customer First

The Journal of the National Customer Service Association

**“I GOT the Job!”**

Why Customer Service training is the foundation to successful employment

**Ensuring that  
Hospice Care  
is truly about  
the Customer**

Essential skills to satisfy  
the customers' needs

## **Cameron Mitchell Restaurants - Walking the Talk**

“Yes, is the answer. What is the question?” - A Culture of Service at Cameron Mitchell Restaurants

Cameron Mitchell,  
Founder & CEO of Cameron  
Mitchell Restaurants,  
Grand Opening -  
Ocean Prime, Denver, CO



[www.NationalCSA.com](http://www.NationalCSA.com)

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## The first word...



Welcome to the Spring 2012 Edition of *Customer First*, the Official Journal of the National Customer Service Association. I know our readers agree that our Journal and the NCSA website provide highly professional articles and information, placing the customer first and always in our day-to-day business lives.

Often when visiting a business, I ask the employees I encounter how they like working there. In the next few moments, I will be able to determine if I want to be a customer of this business. The responses from these employees range from a genuine smile and confirmation of a positive work culture to brutally honest comments as to why it is not a good place to work.

The reality of employee behavior is that in the long term, employees will not treat customers better than they are treated. Think about that. If we maintain a culture where employees feel valued, then likewise, we can expect our customers to feel valued. On the other hand, treat employees poorly and you can expect the same treatment for your customers, and we reap the consequences of both those approaches—like it or not.

Bottom line—customer loyalty begins with employee loyalty.

I encourage you to become a member of NCSA today and join the growing network of professionals that are committed to providing excellence in service to every customer, every time.

We wish you good luck in actively creating a culture of loyalty in your organization. We are here for you.

Best wishes,

C. William Crutcher, President  
National Customer Service Association

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## Cameron Mitchell Restaurants, “Walking the Talk”

BY ANDI FREEMAN  
SENIOR EDITOR, *CUSTOMER FIRST*

**“Great people delivering genuine hospitality”, “Raving Fans”, “Yes, is the answer—what, is the question”, “Well done”.** These are just a few of the daily goals and expected philosophies at **Cameron Mitchell Restaurants** which has grown from a modest start in 1993—with the launch of Cameron’s, an intimate, contemporary American Bistro in North Columbus, Ohio to 7 different concepts in 18 locations spread over eight states: Indiana, Michigan, Florida, Arizona, Texas, Ohio, Georgia and Colorado and a large catering business centered in Central Ohio.

### Philosophy

Several years after starting his career as a dishwasher, Cameron Mitchell sat down at his mother’s dining room table when he realized his love for the food service business. Putting pen to paper he mapped out his goals that would eventually bring him to the Presidency of his own restaurant company. But it was more

than a good business plan and initiative that launched this multi-million dollar company.

Cameron Mitchell’s role within the company models his firms’ expectations of delivering genuine hospitality in his interactions with the people he considers most important in the business—Cameron Mitchell Restaurant associates. When a CMR associate goes to Cameron Mitchell’s home for any reason; they are invited in, offered food and drink and treated as a friend. Cameron Mitchell has been recognized for the sincerity of his respectful treatment of all with whom he comes in contact by having been granted the most prestigious Silver Plate Award from the International Foodservice Manufacturers Association and was honored with the Council of Hotel and Restaurant Trainers (CHART) 2007 Commitment to People Award.

Heather Thitoff, Director of Training for CMR, has been with the company for eight years, and considers herself very lucky to be a part of such a service-

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oriented environment, and “loves where she works”. Thitoff is the newest person on her team. So clearly the positive nature of working at CMR is felt by its associates and acknowledged by their lengthy seniority. Cameron Mitchell Restaurants have led the way to excellent customer service with its **“Yes is the answer, what is the question”** motto. Their goal is to assure all **CMR associates know they are number one**. That they are empowered to fulfill every customer’s needs with no cut-off, no limits, and no preapproval. “Limiting empowerment is pennies compared to the long-term return”, says Thitoff. “A trusting environment leads to optimal empowerment.”

Cameron Mitchell Restaurants don’t just “talk the talk” but have found a variety of inventive ways to “walk it” as well. One day, Mitchell and his son were customers at another restaurant and his son wanted a milkshake. The wait staff member quickly pointed out that milkshakes were not a menu item. Mitchell then



CMR Vice President of Marketing, Heather Leonard with Zach Montgomery, General Manager at the Ocean Prime (Denver, CO). Outstanding teamwork and customer service focus has helped pave the way for CMR to receive several very prestigious awards.

countered with the fact that they had a blender, milk and ice cream and could easily make a milkshake. Mitchell was shocked when the wait staff member responded to the request with “it’ll cost you”. Mitchell walked away from that experience making it a mission that CMR associates never say, “no” or “it’ll cost you” in any fashion. CMR began the “Milkshake” pins and “Milkshake” awards, encouraging associates to say “yes” and celebrating them every time they do.

Thitoff delights in reporting that regardless of the job function associates perform at CMR, everyone’s role is critical. CMR administration makes sure all associates know that the most important customer group is them. For instance, if a part-time wait staff associate is interested in marketing, CMR finds a way to capitalize on that both for the associate and for CMR. They support the associate in using their marketing skills to learn more about that field while promoting CMR overall. A “Win-Win”.

**“Raving Fans”** is CMR’s constant goal with five groups of customers: Associates (always first), guests, community (consider their restaurants an integral part of each community in which they reside), purveyors (vendors) and partners (investors).

Every associate working at Cameron Mitchell Restaurants has the opportunity to serve a customer both internally and/or externally and are acknowledged and supported in doing so. When a vendor comes to deliver a product, they are not restricted to “off-times”, i.e., before 10:30 a.m. or after 2:00 p.m. CMR philosophy and practice is that if the delivery time is good for the vendor, it is good for CMR. The vendor is welcomed into the location, offered food and drink and considered a partner with the business. **“Walking the talk.”**

### **Excellent service above all!**

Associates at Cameron Mitchell Restaurants are encouraged to be proactive. In fact, being proactive is one of the expectations. As an example, associates are encouraged to **celebrate anything** with the guests. Birthdays, anniversaries, night-out without the kids and even sending a dessert home for the babysitter free of charge. If the associate doesn’t know for sure

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that it is a special occasion, they are encouraged to create one and celebrate it with the guest.

To show guests how much they do appreciate their continued business, CMR has established a “guest preference system” where the personal preferences per guest are noted, i.e., their preferred wine or dessert or a gluten-free diet, etc. to better please the guest. This makes the guest feel special every time they visit the restaurant, and doesn’t make them feel badly for asking for something out of the ordinary. Their preferences are noted and proactively suggested at every visit.

Cameron Mitchell Restaurants take an opposite approach to the basic dining experience seen in many other restaurants. If a guest comments to the host or hostess as they are leaving a Cameron Mitchell Restaurant that they had a “good” experience, the guest is not charged for that visit. **“Good” is never good enough.** CMR continues to empower their associates to fulfill the guests every need continually striving to acquire and retain **“Raving Fans”**.

Cameron Mitchell, himself, is based out of the home office in Columbus, OH, traveling every quarter to each CMR location spread over eight states. He spends time with the associates to find out how things are going in their restaurant and how things could be improved. “When associates are treated as if they matter, they will pass that same treatment to guests and other associates they connect with”, says Thitoff. Again, a **Win-Win**.



Cameron Mitchell Restaurants are warm and inviting as shown with the Ocean Prime Restaurant, Atlanta, Georgia



Mark Sobotkowski from Mitchell's Ocean Club (Columbus, Ohio), Rodrigo Cabral and Rudi Dos Santos from Ocean Prime (Atlanta, Georgia) deliver genuine hospitality to the restaurant’s guests.

To maintain the high service expectations, and standards, associates are anonymously surveyed annually on their satisfaction with their restaurant, leadership, cleanliness, etc. Nothing is out-of-bounds for assessing. The home office including Cameron Mitchell himself participates in the surveying process as well. Results are shared with associates and action plans developed with their input and support. **“Walking the talk”** that the associates are the number one customer at CMR.

### Challenges

CMR has approximately 2,000 associates throughout its eight-state locations and so, of course, face hurdles in achieving and maintaining a culture of excellent customer service to every customer, every day, and every location. The consistency of that culture is the top priority. Cameron Mitchell Restaurants is known for growing their talent from within and can rightfully brag about very low turnover, as well as the number of managers who have been promoted up the ranks. Thitoff states that the best way to ensure the expected culture is both well-known and comfortable to Leadership, is to grow the Leadership from within. That plan is obviously working at CMR.

It can also be a challenge to convince new associates to allow themselves to be treated well—to actually be the most important customer at CMR—to be truly empowered and supported to say “yes” at every

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opportunity. "Once they have adapted to this sometimes new concept and find they can trust that it will continue, the associates pass this service level onto the guests, realizing that with exemplary service comes a loyal guest" per Thitoff.

In addition to associate satisfaction surveys, Cameron Mitchell Restaurants routinely review "open table" ratings and "trip advisor" on-line as well as emails from guests to gauge how they are doing and how they can improve. They are constantly learning how to listen more closely to customers so they can continue to meet and exceed the highest of customer standards and expectations.

If you are looking for a dining experience from a company that not only takes extreme pride in the quality of food they serve, but also goes to the utmost lengths to show the customer they are appreciated, visit any of the following restaurants and you will become a life-long guest. ■

- **Cameron's American Bistro** (Columbus, OH)  
Cap City Fine Diner and Bar (Gahanna, OH & Grandview Heights, OH)
- **Marcella's** (Columbus, OH)
- **M** (Columbus, OH)
- **Martini** (Columbus, OH)
- **Mitchell's Ocean Club** (Columbus, OH)
- **Ocean Prime** (Atlanta, GA, Dallas, TX, Denver, CO, Troy, MI, Orlando, FL, Phoenix, AZ, Tampa, FL, Opening Soon: Indianapolis, IN, & Houston, TX)
- **Molly Woo's** (Columbus, OH)
- **The Pearl** (Opening Fall 2012 – Short North Arts District, Columbus, OH)
- **The Rusty Bucket Tavern and Restaurant** ([www.MyRustyBucket.com](http://www.MyRustyBucket.com) to visit any of their 12 locations in: OH, IN, MI)
- **Cameron Mitchell Catering** (Columbus, OH)

For Information and directions to any of the Cameron Mitchell Restaurants, please visit [www.CameronMitchell.com](http://www.CameronMitchell.com).



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The **National Customer Service Association (NCSA)** provides as one of its main services, an extensive Education and Training series of programs that ensure your organization is equipped to effectively support both the external and internal customer function from all fronts.

Our highly-skilled professionals provide keynote addresses, seminars and workshops on any of the following topics:

- Customer Service
- Leader/Manager Development
- Manager's Essential Toolbox
- Interpersonal Dynamics
- Teaming
- Planning
- Certificate Courses

As well, the **NCSA** is often called on to customize courses to exactly suit our clients. Obviously, the **NCSA** believes that the mainstay of accomplishing and retaining excellent customer service is Education and Training.

The **NCSA** proudly welcomes Working Wardrobes as one of the newest Members of the **National Customer Service Association** and recognizes their commitment in providing excellence in service through strong, continuous professional development. Please read about their successes in the following article.



# I Got The Job!

BY JERRI ROSEN

These are the best four words the staff at Working Wardrobes hears from clients. Much more than just a simple goal, our inspired mission is to help thousands of men, women, young adults and Veterans every year find the dignity of employment—and we love our work!

In any economy, but especially during times of high unemployment, working with clients to get them jobs is rewarding to the Working Wardrobes staff and a testament to the breadth and depth of the services we provide. But we wouldn't be successful without the tenacity of our clients. While we go the extra mile for them, they go the extra mile for themselves.

## Powerful Partnerships

For more than two decades, Working Wardrobes has evolved; consistently adding new services designed to provide clients with more valuable skills, better access to the job market and increased opportunities to get back to work. And, while arming our clients with the employment tools to succeed is critical, our focus is job placement. By leveraging our new Employers' Council, we are welcoming more and more companies who are turning to Working Wardrobes to engage with our clients and hire them!

Susan Johnson, CEO of Susan's Healthy Gourmet, met with me at a community event early in 2012. We talked about the need to find qualified clients for jobs, and Susan said she had an opening and would love to hire one of our clients. A match was quickly made, and Susan became one of our local employers.

"We are so proud to support Working Wardrobes in its efforts to provide others with the confidence and support needed to enter the workforce. With programming that offers tools needed for success, Working Wardrobes is important and fundamental to our business and our community," says Johnson.

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“Working Wardrobes provided Susan’s Healthy Gourmet with a determined and energetic member of our team and we welcome the opportunity to work with Working Wardrobes again—and have given them more job postings!”

### **Training Is the Key**

Eugenia, the employee Susan speaks about glowingly, is a graduate of Working Wardrobes’ customer service training. The training Eugenia and hundreds of our clients receive is through a valued partnership we have with the National Retail Federation. We felt it was so important to bring customer service training to our clients and provide the strongest foundation we can to ensure a high degree for success in their job searches.

“Working Wardrobes’ programs helped me find a job that I love. With proper training and education, I am proud to enter the workforce again,” says Eugenia. “I thank Working Wardrobes for my career success and the ability to support my family. Working Wardrobes and Susan’s Healthy Gourmet have helped me achieve my personal and professional dreams.”

All our clients are just as passionate as Eugenia when it comes to securing gainful employment. They are eager, willing, determined and highly motivated to get back to work. Our clients embrace the customer service training, and from their comments at gradua-

tion, the training changes lives! They use words like “hope” and “empowerment” to describe a restoration of confidence, and they credit being able to learn in class exactly what employers want to making a big difference in their professional outlook.

Working Wardrobes realizes that many companies hire based on a candidate’s positive attitude and will later train on the specific skills required for the position. Therefore, our customer service training delivers to our clients a foundation in attitude most employers find highly attractive. Many of our clients are overcoming daunting challenges—substance abuse, domestic violence, transition from military to civilian life, corporate downsizing, incarceration, welfare to work, temporary homelessness, catastrophic illness, emancipation from the foster system and other issues.

But by taking the customer service training, our clients learn to effectively harness the drive they have for overcoming life’s hurdles and focus their energies on being appealing to potential employers. They get an opportunity to learn and deploy the most practical techniques to provide outstanding service to employers and the customers with whom they’ll likely engage if hired. Clients receive two weeks (more than 30 hours) of intensive classroom work, with an opportunity to apply their skills in a practical, yet safe, setting—our resale shops—guided by our attentive staff.

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Nicole S. (left) and Dalwin F. (right) are two clients served by Working Wardrobes.

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## Training

Knowledge, competencies  
**professional development**  
 teaching of vocational or prac  
 practical skills provides the b  
 • On-the-job training tak  
 • Off-the-job training aw

**Training is the key to succesful results at Working Wardrobes.**

Once armed with great customer service skills, our career developers get right to work making the best matches they can. Of course, our mission doesn't end until we hear "I Got the Job" from our clients.

There are many companies who are partnering with us to hire our clients: Abbott Resources, Account Temps, Bank of the West, Bloomingdale's, Burlington Coat Factory, Chase, Costco, Decision ToolBox, Disneyland, Embassy Suites, Home Depot, Integral Senior Living, J. Crew, JCP, Kimco, Kona Cleaners, LivWell Home,

Macy's, Manpower, Marriott Newport Coast Vacation Club, Men's Wearhouse, Nordstrom, Office Team, Plumber's Warehouse, Trader Joe's, Sketchers, Ultimate Staffing, UPS, Volcom and Westin Hotels.

**I Got the Job!** These four little words form the underpinnings of our organization, and they have become the basis for a new marketing campaign—the faces and stories of clients who are now working, the employers who have hired them and the dedicated volunteers who have helped our clients along their path to success. In many ways, our Working Wardrobes 'village' is defined by making a difference for our clients, ensuring they find work they love—and that begins by equipping them with great customer service skills.

For more information about Working Wardrobes, please visit our website [WorkingWardrobes.org](http://WorkingWardrobes.org) or call us at 714.210.2460. ■

*Jerri Rosen is the Founder and CEO of Working Wardrobes, A nonprofit organization of Southern California serving over 5000 clients every year.*



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*the* national  
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Join the **NCSA** today! You will be glad you did.  
 ...and so will your customers!

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# Service Builders

## *Workplace Skills Needed for a Thriving Future*

The Institute for the Future and the University of Phoenix Research Institute collaborated to identify the following skills that will be needed to thrive in the workplace in the year 2020:

- 1. Sense-making:** Determining the deeper meaning or significance of what's being expressed.
- 2. Social intelligence:** Connecting to others and sensing and stimulating reactions.
- 3. Novel and adaptive thinking:** Thinking and coming up with creative solutions.
- 4. Cross-cultural competency:** Operating in different cultural settings.
- 5. Computational thinking:** Translating vast amounts of data into abstract concepts and understanding data-based reasoning.
- 6. New media literacy:** Leveraging, critically assessing and developing content using new media forms.
- 7. Transdisciplinarity:** Understanding concepts across multiple disciplines.
- 8. Design mindset:** Representing and developing tasks and work processed for desired outcomes.
- 9. Cognitive load management:** Discriminating and filtering for important information and mastering new tools to manage it.
- 10. Virtual collaboration:** Working productively, driving engagement and being present as a member of a virtual team.

Having a good sense of the significance of your words has always been critical but, too often, ignored in the current process of doing everything quickly as we all have so much to do. Future customers will want to be “heard” fully and completely in order to judge your service as excellent. Better start honing those skills now in order to lead the pack into 2020 success.

Assuring a connection with your customers in both what they say and how they say it will guide the creative solutions which future customers will require if you want to retain them. Being sensitive to whatever “culture” your future customers choose to recognize and embrace is a daily learning event for service providers who are truly interested in excellence.

And the final bullet speaks to where the world, without a doubt, is going—virtual. Nonetheless, the requirement that each of us continue to be a supportive and complete member of any “team” we are on in order to assure our organization thrives is mandatory and equals excellent internal and external customer service.

***Tomorrow starts today!***



# *the Art of the Meal*

## Experience a Cameron Mitchell Restaurant

The atmosphere is charged, the service is genuine  
and the food is the heart of it all.

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Online reservations: [CameronMitchell.com](http://CameronMitchell.com) 

# Ensuring that Hospice Care Is Truly About the Customer

BY SUZANNE CAVERLY, RN

My tenure in hospice nursing has outlived the average professional “survival rate” for my field: six months. Like any job, hospice nursing comes with a certain amount of stress, and it has its own particular pitfalls. We care for patients with a variety of tragic diseases and illnesses: cancer, Parkinson’s disease, congestive heart failure, COPD (Chronic Obstructive Pulmonary Disease), and Dementia, among others. The emotional toll of working with suffering people and their caregivers can be overwhelming, and this leads to the high burnout rate for hospice nurses. Coincidentally, six months is the prognosis threshold that is one guideline for determining whether hospice care is an appropriate option for a patient.

Here are a few skills I have used to support both my patients and myself in bettering our odds:

## Planning

Since I am responsible for managing my own time, planning helps me stay on track. I plan my week in advance. By having a good plan, I can make good decisions about when I must exceed the usual daily caseload of four to five visits in order to complete all of my scheduled visits for the week.

## Boundaries

Being able to stop working when my workday is over is very important, and I can do it because I trust that the after-hours services available to my patients will be capable of caring for them. You have to ask for and accept help, and sometimes the best way you can serve your patients is by recognizing your own limitations and finding the right group of people to share the load and help them.



**An important role of hospice nursing is providing support and comfort to family members.**

## Listening

Listening is one of my greatest personal strengths and is a key skill in my job. The most important thing in caring for a patient is getting to know them and being observant about what makes them tick and makes them happy. I pay attention to details when talking with my patients, and I actively listen when they bring up their concerns, even if I don’t judge it to be a crucial issue at the time.

## Teamwork

My customers include not only my patients, but also their families and other caregivers who act as their advocates. It is essential for me to bond with their caregivers, because these are the people who are the primary caregivers. If they trust me, they are more likely to take my advice. I am not alone in caring for my patients. Sometimes I am not the right fit for a patient and their family. I recognize that this may happen from time to time, and I then depend on one of my colleagues to take over and ensure that their needs are met. In addition, I work in conjunction with social

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**Hospice nursing is not a one-size-fits-all proposition—it touches all ages, races, nationalities and religions.**

workers, doctors, and others as part of a care team to help ensure that the patient's overall needs are met.

### **Leveraging Experience**

Our own life experience can be a great strength in hospice nursing. Many of my colleagues are over the age of 50, and many are taking care of their own parents at home, and this gives them a first-hand perspective and basis for relating to the patients and to their caregivers that would be impossible to replace by traditional forms of education and experience.

### **Self Awareness**

Knowing yourself is the key to being available and ready to care for patients. It's important not to allow any personal or hidden agenda to affect your thinking when helping patients and their caregivers make important decisions every day. In order to help the patients achieve their goals for their lives, I must be able to hear them when they express their concerns and thoughts to me, and a personal agenda just creates static that hampers an effective conversation. By understanding their perspective and how it converges and/or differs from my own, if the patient does feel strongly about something, I am prepared to keep advocating on my patient's behalf with their doctors and the other members of their care team.

I have to be comfortable with my own mortality in order to help my patients face their own. I know my own stance and view of my mortality. That is not the norm in our culture, and it can really become a problem if members of the patient's care team are uncomfortable talking about death or anxious about the idea of their own mortality. Patients and their caregivers are very perceptive and will pick up on my emotions, even if I don't. We must be able to help many of our patients face death and relieve their anxiety in order to give them a better quality of life, which is the overall goal of hospice care.

Recognizing what I don't know is just as crucial to maintaining the trust of my patients as applying what I do know. Patients and their caregivers are educating themselves more easily with the aid of technology. As a result, they have a lot of questions, and I have to be ready to admit to not knowing the answers to some of them.

### **Cultural Awareness**

I work with people of all backgrounds, and especially with many minorities. Sometimes language can be a barrier to communication, and in an emergency situation I may be unable to depend on the telephone

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translation service that I would normally use. Whatever resources are or are not available, it's absolutely crucial to avoid assuming what the families I serve believe based on just what I have read about their culture. Just a simple question has been invaluable in helping me to establish trust across the cultural divide: "Is there anything I should know about your culture that would affect the way I take care of you?" In addition, being open minded about lifestyle choices and maintaining a non-judgmental approach to a patient's definition of their own identity and relationship preferences is very important. Otherwise, it is very difficult to relate to them.

***"...every single day is about my customers and everything I do is about the customer...getting rid of hidden agendas; focusing and listening; validating concerns; solving problems by making things right no matter how many tries it takes."***

### **The Value of Hospice Care**

As a hospice nurse, every single day is about my customers, and everything I do is about the customer. I achieve a high standard of patient hospice care by getting rid of hidden agendas on my part; focusing in and listening to my patients' concerns; validating their concerns; and solving problems by making things right no matter how many tries it takes. But these skills don't apply just to hospice nursing; they can be applied by anyone else in customer service who is concerned with ensuring that customer care is truly about the customer. ■

Suzanne Caverly, RN and Hospice Provider, *is a contributing author to NCSA's Customer First Journal.*



The NCSA proudly supports all men and women of the U.S. Military—past and present.

We employ U.S. Veterans and encourage appropriately-qualified veterans to apply for job openings listed by our members on the **NCSA Member Job Post**.

View these openings at [www.NationalCSA.com](http://www.NationalCSA.com).

**We Support  
Our Veterans**



**I GOT THE JOB!**

**Thanks** Working Wardrobes®  
**WW**  
Transforming Lives

**Customer Service Training helps people like Mike gain skills for work and life!**

**Customer Service Training is the KEY!**

[www.workingwardrobes.org](http://www.workingwardrobes.org)

# Service Statistics

## On-the-Job Stats!



- Target, American Express and Wachovia are the organizations that made the biggest strides to increase employee happiness over the past year (based on 250,000 independent company reviews by CareerBliss).
- Total number of people working from home or another remote location for an entire day at least once a month declined to 26.2 million in 2010; down from a high of 33.7 million in 2008.

- 28% of hiring managers say they are less likely to promote someone who has a disorganized or messy work space.



- A report entitled *Inspiring Talent 2011* found that 80% of employees in 14 countries feel their skills are not being fully utilized at work.
- 61% of American adults agree that companies should allow employees to use whatever mobile device they choose for work-related tasks.
- 66% of adults feel it is either completely or somewhat inappropriate to connect with a boss on social-media platforms such as Facebook.

## Service Reminder

# *Service Excellence “Must Do’s”*

Never be “too busy” to take care of the customer’s needs regardless of how trivial they may seem to you.

## **Always provide:**

- A smile
- An immediate, clear, and friendly response
- Accuracy
- Follow-up
- Confidentiality
- Personal attention
- Professional appearance and attitude
- Respect



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# ...the last word

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*Individually, we are one drop.  
Together, we are an ocean.*

*~ Ryunosuke Satoro*

As members of the National Customer Service Association, we learn and grow—both with, and from— one another. Our combined commitment is to excellence in customer service—every time. United, we are an unstoppable force in influencing others to serve exceptionally with every interaction. ■



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