

“Home away from Home”



A guide to quality Customer Service at


Shadow Hills
COUNTRY CLUB

“Home away from Home”

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Who are our Customers?

External

Members

- Varied age groups
- Guests of members
- Families
- Gender specific on certain days

Public – outside guests

- Banquets
- Weddings
- Community Groups

City of Junction City

Elderly

Outside Golf Groups

- Jr. Golf
- High Schools
- Universities

Charitable/Philanthropic Groups

Internal

All Employees of SHCC

- Grounds Crew
- Pro Shop
- Office
- Kitchen
- Service Staff (food & beverage)
- Maintenance



What is Customer Service at Shadow Hills Country Club?

We are our customer's home away from home. They are the reason for our existence. We will do whatever it takes to meet and exceed their expectations; everyday – without fail.

- We will offer consistent service.
- We will offer friendly service.
- We will offer service with respect.
- We will offer equal service; customer to customer.
- We will offer inviting service.

Bottom line, customers want to feel valued and they want to feel our club is of value (for the money they spend). What we do on a daily basis matters! Our actions have a direct impact on how our customers feel about our club.

What are Our Customer Service Expectations?

- Prevent unnecessary delays for customers
- Communicate appropriate information to customers
- Understand customer's needs and use that knowledge to anticipate problems and provide better service than the customer expects
- Listen and respond to needs of customers
- Take appropriate steps to solve customer problems – permanently
- Treat internal customers with the same high level of service as external customers
- Look for opportunities to enhance customer satisfaction
- Demonstrate awareness of how others are impacted by what his/her department does, or decisions that are made
- Overall attitude of doing whatever it takes to make each customer contact prompt, accurate and enthusiastic
- Keep customers informed
- Respect all customers
- Deal with customers in a friendly, courteous, sensitive, helpful, and enthusiastic manner
- Display pride in job, department and club
- Maintain a neat and professional appearance



How can the Kitchen Staff meet Customer Service expectations?

- Balance casual with formal
 - How we address members
- Accommodate specific requests
 - Challenging
 - Varied expectations
- Better communication regarding server's food knowledge and efficiency
- Service communicates to kitchen staff when they feel the food isn't up to par
- Deal with issues effectively and proactively
- Give customer feedback directly to the kitchen (go to the source)
- Avoid hesitating to criticize what's prepared by the kitchen
 - If it doesn't look customer ready, say so
- Provide honest, customer focused, issue focused feedback
- Know menus, know products
- Special treatment – how far can we go?
 - Be clear/have limits
- Have clear lines of communication and decision making power.
- Honest communication
- Top down – lead by example
- Consistent rules staff-wide
- ****Ulla's list****
 - Be friendly and hospitable
 - Demonstrate quality "people" skills
 - Be well groomed and neat
 - Know the menu and the products
 - Work together as a team
 - Communicate, communicate, communicate
 - Service Sequence
- Greet guests within 30 seconds
- Deliver beverages and take lunch order if guests are ready
- Serve soup or salad before entrée if called for
- Serve entrée
- Check back with table within 2 – 3 bites to ensure guests are satisfied with their meal
- Maintain a clear, clutter free table
- Present the check



How can Kitchen Staff and Servers work together to meet Customer Service expectations?

- Improve coordination between the two
- Friendship may be counter-productive to good service
- Chain of command – who's in charge?
- Ulla covers for Frank and visa versa
- Who covers if both out?
 - What is their role?
 - What are their expectations & boundaries?
- React to problems quickly; they are more manageable this way!
- Overcome the “seasonal” mindset of allowing poor behavior to creep into the work environment (they are ONLY here a short time... must stop)
- Avoid being tolerant of poor work habits and poor behavior

How can Pro Staff meet Customer Service expectations?

- Honest communication
- Knowledge and follow through of special order process
- Knowledge and follow through of return process
- Common customer courtesies – communicate often
 - Touch base and let them know status of order or repair
 - Let them know you care by calling and keeping them posted
 - Follow-up is key! Keep customers in the loop!
- Take an interest in each customer
- Give immediate attention to customers who enter the shop or call
 - Eye contact
 - Smile
 - Acknowledge
 - Recognize the customer is there
- Multi-task effectively
- Balance “on phone” customer with “in person” customer
- Phone skills are consistent
 - Greeting
 - Identify place & self
 - Be positive and friendly in tone
 - Ask “How may I help you?”
 - Stay calm and pleasing in tone of voice
 - Don’t sound hurried or stressed
- Leave an internal customer for an external customer
- Anticipate and react accordingly
- Know people’s names
- Know people’s needs
- Take an “honest” interest in each customer
- Customer service extends beyond the counter
 - Move out
 - Work the floor
- Interact with your customers
- Help meet customer needs in a timely and successful manner



How can all employees meet “Internal” Customer Service expectations?

- Kitchen staff realizes they come second to the needs of our members and the needs of other employees.
- Show respect for others – as people, for the work they do and what they contribute
- Come ready to work (mentally); be professional, keep personal stuff at home, etc.
- Be knowledgeable regarding the “business” of the club; understand how we all work together toward a common goal.
 - Know what your teammates do and why!
 - Care for other departments
 - Know that we are judged as a whole/team
- Help when help is needed
- Know stress points of your teammates
- Don’t wait to be asked
- Move beyond “It’s not my job.”
- Train staff on big picture needs
- Take initiative to make things better
- Learn the balance of how much to take on for other departments/people
- Balance work with play (as leaders we need to recognize when people need a break)
- Work well together, be observant, help others succeed
 - Challenge: Personalities and differences in people
- Communication is key
 - Continue weekly staff meetings
 - Continue individual leader meetings with Dave

What are the benefits of having quality Customer Service?

Employees

- Employees can better themselves/move up career wise
- Employees will feel proud of their accomplishments
- Employees will feel a part of the team – more than just a job
- More opportunities presented us – as individuals, as a business
- Better work environment
 - Higher morale
 - Less relationship problems
 - Less customer problems
 - Less problems = less stress
- We'll work smarter not harder
- Increased tips
- Better business means better salaries and more opportunities

Business

- More opportunities presented us – as individuals, as a business
- Overall increased profit/increased business success/increased salaries/increased opportunities

Business (cont.)

- More business is a good thing
- We'll be "booked" up and able to utilize our staff to full capacity
- Customers will come in more often for lunch and dinner

Members

- Member's reactions will be positive
- Positive verbal feedback
- Positive comment cards
- Increased tips

Leadership

- Improved attitudes of all
- Break old habits and try something new
- Observe your staff – know when they are doing well – see it and recognize it!
- Observe how your staff is interacting with members



How will we hold ourselves and our staff accountable for quality Customer Service?

- Be consistent with our guidelines
- Act as a leadership team
- Lead by example – be the best employee
- Be on point – react consistently and timely
- Communicate – recognize the positive, talk about customer service DAILY!!
- Focus on issues not on people and personalities
- Identify boundaries
- Be open minded and accountable to one another
 - Not defensive
 - Control what you can... yourself, your reaction, what you say and do!
 - Ask for and accept feedback
 - Give honest communication
- Set goals and follow through
- Say “thank you” often!!!



If people cannot meet Customer Service expectations what might the consequences be?

- 1 Communicate expectations
- 2 Offer training – set them up for success
- 3 Give feedback
 - a. Positive – things they are doing well
 - b. Constructive – things they need to change/improve
- 4 On repeat offenses – take corrective action
 - a. Document
 - b. Communicate
- 5 Employee is dismissed

Proactive

- Hire smart!
- Enforce standards early on... within 30 days
 - o Cut loss or keep
 - o Document, document, document
 - o No surprises
- Don't assume people know something
- Don't tolerate poor behavior





Shadow Hills
COUNTRY CLUB

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