

Fostering Loyalty at CARLETON UNIVERSITY



Between the Rideau River and the Rideau Canal is an institution with a tradition of anticipating and leading change—Carleton University. The school's 17,000 students are supported by more than 1,450 faculty and staff and establishing common ground among the 450 employees of the Finance and Administrative Division is a daunting task. But finding that common ground and fostering a culture of service is the responsibility of Carleton's Human Resources Department and one the group's Director, Elizabeth Cameron, takes seriously.

"Carleton rates student and employee satisfaction. We want learning opportunities that contribute to the continuous improvement of these measurable results—not flash-in-the-pan seminars or the latest management craze."

THE CHALLENGE: Common ground amidst diversity

Cameron needs a common solution for the Finance and Administration Division that is flexible enough to reflect the unique needs of individual departments.

Requirements

- Common Division-wide approach
- Flexible solution to reflect each unique department
- Sustainable contribution to measurable results

After proposals from several firms, Human Inertia shows the selection committee that loyalty is the key to high customer satisfaction. Carleton chooses Human Inertia for its hands-on approach to fostering loyalty among diverse stakeholders.

"Human Inertia isn't selling a canned product," says Cameron. "They were prepared to create material based on our feedback and the situation."

THE SOLUTION: Loyalty training by Human Inertia

Private sector experience and graduate business research proved to Human Inertia that loyalty is the key to sustainable competitive advantage. An understanding of organizational behavior and a mandate to tailor long term programs to each client makes Human Inertia ideal for Carleton's requirements.

Benefits

- Customer and employee preservation
- Increased value of human capital
- Delivery of measurable results

Human Inertia delivers workshops to over 450 employees using its Loyalty Readiness Critique™. This unique tool recognizes that employees understand their problems and potential solutions best and applies techniques that elicit barriers to exceptional customer service. Targeting Directors and management first, Human Inertia works its way through every team.

ABOUT HUMAN INERTIA

Human Inertia is the leading innovator of organizational loyalty solutions for the workplace. Fostering loyalty is the most effective way for organizations to build long term, sustainable competitive advantage. Custom-designed for every partner, Human Inertia's solutions allow diverse organizations in health care and education as well as private sector institutions to thrive in challenging environments by preserving employees and customers, increasing the value of human capital and improving overall performance.

Please visit: www.humaninertia.com

In phase two, each team sets objectives for resolving the issues identified during the Loyalty Workshop. These objectives are delivered to senior management in person at the end of each session while follow up sessions help maintain the loyalty momentum.

"We think that outstanding customer service can differentiate us, says Duncan Watt, Vice President of Finance at Carleton University. "The starting point of that is you have to feel good about coming to work. Human Inertia is part of our strategic plan for continuous improvement of customer service in each of our departments."

"We're looking to create competitive advantage in attracting faculty and students through a culture of continuous service."

—Elizabeth Cameron,
Carleton's Director of Human Resources



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THE RESULTS: Measurable outcomes

Today, Finance and Administration employees at Carleton know their objectives, how these contribute to the Division's goals, and how the Division figures in Carleton's strategic plan to become Canada's best comprehensive university.

Ongoing Loyalty Readiness Critiques™ will indicate the adoption rate of loyalty-centric thinking and overall levels of satisfaction. The results also point Carleton and Human Inertia towards areas for further development and improvement.

Results

- Entrenched culture of service
- Increased retention of staff and students
- Identification of further areas for development
- Consistently measurable outcomes

Success in Finance and Administration garnered attention in other departments at Carleton. Recently, the Admissions Department called upon Human Inertia to help it prepare for the customer service challenges of welcoming twice its regular workload with the arrival of Ontario's double-cohort.

According to Elizabeth Cameron, "Human Inertia has helped us to differentiate ourselves, with sound human relations principles. They provided practical tools for helping management approach the front lines and they work well within a university bottom line."