

Unit 34:

Manage customer service operations

Unit reference number: M/506/2898

QCF level: 4

Credit value: 7

Guided learning hours: 23

Unit summary

To be successful, organisations need to be able to deliver effective customer service. This requires careful planning and organisation, followed by close monitoring and control of customer service operations. It also requires dealing effectively with any problems that occur in a way that leaves your customer with a positive impression of your organisation.

Customer service performance can be measured by a wide variety of metrics and ratings collected in different ways and these measurements are needed if you are to manage performance systematically and take positive actions for improvement.

In this unit, you will learn about the allocation of resources, monitoring customer service and applying strategies in order to supply a seamless service to customers. You will understand the techniques used to develop solutions to customer service problems and how to undertake analysis of trend and performance data in supporting improvements to the customer service provided to customers. You will demonstrate your competence in planning, organising and managing customer service operations, including, preparing and supporting your staff and measuring performance to identify areas for improvement.

This unit is for you if you have responsibility for the customer service performance of individuals or a team and you have the authority to see management actions through.

Learning outcomes and assessment criteria

To pass this unit, the learner needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria outline the requirements the learner is expected to meet to achieve the unit.

Learning outcomes	Assessment criteria
<p>1 Understand the management of customer service operations</p>	<p>1.1 Explain the basis for allocating resources</p> <p>1.2 Assess the suitability of a range of methods to monitor customer service operations</p> <p>1.3 Explain the strategies needed to deliver seamless customer service</p> <p>1.4 Explain techniques used to develop solutions to problems</p> <p>1.5 Evaluate sources of information on customer performance data</p> <p>1.6 Analyse a range of techniques to identify patterns and trends in customer behaviour and customer service performance</p> <p>1.7 Analyse a range of possible improvements to customer service operations</p>
<p>2 Be able to plan customer service operations</p>	<p>2.1 Define the service offer to meet identified customer expectations</p> <p>2.2 Develop plans that will enable sustainable and consistent customer service operations to agreed standards</p> <p>2.3 Develop contingencies that address identified risks</p> <p>2.4 Specify targets, objectives, key performance indicators (KPIs) and monitoring arrangements</p> <p>2.5 Communicate objectives, targets, standards and procedures to staff</p>

Learning outcomes	Assessment criteria
<p>3 Be able to manage customer service operations</p>	<p>3.1 Allocate resources according to agreed priorities</p> <p>3.2 Keep staff informed of developments in the customer service offer</p> <p>3.3 Keep staff informed of developments in best practice for the delivery of customer service</p> <p>3.4 Maintain positive working relationships amongst staff</p> <p>3.5 Carry out monitoring activities in accordance with plans</p> <p>3.6 Manage deviations from expected performance and service failures in accordance with contingency plans</p> <p>3.7 Use feedback from staff and customers to make improvements</p> <p>3.8 Take action within the limits of their responsibility to make improvements to customer service performance</p>
<p>4 Be able to prepare staff for the delivery of customer service</p>	<p>4.1 Confirm that staff understand the vision, objectives, roles, plans, standards and procedures to deliver customer service</p> <p>4.2 Provide training and support that will enable staff to deliver customer service to the required standards</p> <p>4.3 Communicate to staff their roles, responsibilities and work plans in line with delivery plans</p>

Learning outcomes	Assessment criteria
<p>5 Be able to measure customer service performance</p>	<p>5.1 Take action to ensure that systems to collect agreed performance data are in place</p> <p>5.2 Identify trends of customer behaviour and customer service performance from performance data</p> <p>5.3 Benchmark performance against agreed measures</p> <p>5.4 Address identified anomalies and problems</p> <p>5.5 Identify areas for improvement within customer service</p>

Unit amplification

AC1.1: Explain the basis for allocating resources

- *Basis:* organisation strategy; budget; business targets; staff, e.g. competence, experience, motivation; performance

AC1.2: Assess the suitability of a range of methods to monitor customer service operations

- *Methods:* e.g. departmental reports, formal and informal customer feedback, incident reports, business reports, sales analysis, external and internal audits

AC1.3: Explain the strategies needed to deliver seamless customer service

- *Strategies:* building effective working relationships, e.g. teambuilding, motivating staff, dealing with conflict; staff empowerment and consultation; managing customer relationship, e.g. customer-centred approach, personalisation of service, understanding real customer needs; effective service partnerships, e.g. commitment to service delivery, collaboration; omni-channel/multi-channel marketing; technology, e.g. social marketing platforms, customer identification technology

AC1.4: Explain techniques used to develop solutions to problems

- *Monitoring:* processes, procedures, behaviours and actions
- *Data analysis:* customer feedback, complaints, goods returned, goods faulty, delays in deliveries
- *Gathering intelligence:* e.g. listening to staff, customers and service partners, observing competitors
- *Conflict resolution:* arbitration, mediation

AC1.5: Evaluate sources of information on customer performance data

- *Information sources:* e.g. customer feedback, sales reports, operational plans, customer transaction data
- *Considerations for evaluation:* currency and credibility of data, impact for risk assessment, impact for service offer

AC1.6: Analyse a range of techniques to identify patterns and trends in customer behaviour and customer service performance

- *Statistical techniques:* central tendency, e.g. mean, mode and median; dispersion, e.g. range, standard deviation, variance, mean deviation; functional analysis; geographical analysis

AC1.7: Analyse a range of possible improvements to customer service operations

- - *Customer service standards:* e.g. monitoring, policies and procedures, leadership and management, staff support for staff, training for staff, communicating with staff
 - *Quality of service:* e.g. seeking customer feedback, compliments and complaints review, observation of processes, analysis and interpretation of feedback data, action and improvement plans, communication of outcomes, monitoring progress, leadership and management
 - *Research:* e.g. best practice, review of competitors, internal auditing, consultancy
 - *Service partnerships:* e.g. service level agreement, commitment, conflicts of interest, responsiveness, communication, leadership and management, vision and mission