

# **Unit 35: Review the quality of customer service**

**Unit reference number: F/506/2176**

**QCF level: 4**

**Credit value: 4**

**Guided learning hours: 20**

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## **Unit summary**

In this unit you will learn how to review the quality of customer service in an organisation, this is important for anyone involved in the management of customer service.

People managing customer service need to know how effectively it is being delivered. Without this information, they have no way of knowing if their customers are satisfied and if they are likely to remain loyal. Managers also need to know what to do to improve customer service to meet and exceed customer expectations.

This unit is about planning how you measure standards of customer service through collecting and analysing information. You will demonstrate your competence in the planning and measurement of the key criteria used in measuring the quality and performance of customer service, for example customer satisfaction, in an organisation. You will develop conclusions and recommendations and then report your findings to relevant people in the organisation.

Most of all, this unit is about approaching the review of customer service quality systematically and making full use of your findings.

## 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 how to review the quality of customer service</p>	<p>1.1 Explain the value of measuring the quality of customer service</p> <p>1.2 Analyse the criteria for and factors involved in setting customer service standards</p> <p>1.3 Explain how to construct representative samples</p> <p>1.4 Analyse methods of validating information and information sources</p> <p>1.5 Explain how to set and use customer service performance metrics</p> <p>1.6 Explain the use of customer feedback in the measurement of customer service</p> <p>1.7 Analyse the advantages and disadvantages of a range of data analysis methods</p>
<p>2 Be able to plan the measurement of customer service</p>	<p>2.1 Identify the features of customer service against which customer satisfaction can be measured</p> <p>2.2 Select data collection methods that are valid and reliable</p> <p>2.3 Specify monitoring techniques that measure customer satisfaction</p> <p>2.4 Establish evaluation objectives and key performance indicators (KPIs) in the measurement of customer service</p> <p>2.5 Specify the information to be collected</p>

Learning outcomes	Assessment criteria
<p>3 Be able to evaluate the quality of customer service</p>	<p>3.1 Validate the information collected to identify useable data</p> <p>3.2 Use information analysis methods that are appropriate to the nature of the information collected</p> <p>3.3 Identify instances of effective customer service, shortfalls and gaps from the information analysis against agreed criteria</p> <p>3.4 Develop recommendations that address identified areas for improvement supported by evidence</p>

## Unit amplification

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### **AC1.1: Explain the value of measuring the quality of customer service**

- *Service quality*: SERVQUAL dimensions of service quality, i.e. tangibles, reliability, responsiveness, assurance, empathy
- *Measuring customer service quality*: techniques, including customer satisfaction surveys, metrics (quality, financial and operational), key performance indicators (KPIs), gap analysis, benchmarking against competitors, customer journey mapping,
- *Value of measuring service quality*: e.g. indicates service standards, identifies potential improvements to customer service, supports customer retention and customer loyalty, increased revenue

### **AC1.2: Analyse the criteria for and factors involved in setting customer service standards**

- *Customer service standards*: definition (quantifiable, measurable)
- *Criteria for customer service standards*: dependencies, e.g. nature of industry, organisation mission and purpose, type of goods and/or service; criteria, e.g. timeliness, accuracy, appropriateness, measurability, consistency
- *Important elements of service delivery (British Institute of Customer Service)*: timeliness, appearance, courtesy, quality and efficiency, ease of doing business, problem solving
- *Factors to be considered*: organisational strategy and values; service partnerships (SLAs); staffing; industry; customers; type of customer service, e.g. face to face, online, call centre; regulations and legislation, e.g. Data Protection Act 1998, Consumer Protection Act 1987

### **AC1.3: Explain how to construct representative samples**

- *Probability sampling*: simple random sampling, stratified sampling, cluster sampling, systematic sampling
- *Non-probability sampling*: quota sampling, snowball sampling, convenience sampling, heterogeneity sampling
- *Representative sampling design*: define population characteristics and size; choose probability sampling method based on population; decide on sample size; set up sampling frame (random number generator); select sample

**AC1.4: Analyse methods of validating information and information sources**

*Validating information:*

- *Triangulation* – definition; purpose; types of triangulation i.e. data, investigator, methodological, environmental
- *Validating sources of information:*
  - o *credibility of source* – evidence of quality control (peer review, organisational support, multiple levels of approval); author credentials (education, experience, reputation, job title); author motives; government or profit-making organisation
  - o *accuracy* – evidence provided to support information; sources stated
  - o *reasonableness* – fairness; objectivity; no conflict of interest
  - o *relevance* – purpose of information; intended audience; date published

**AC1.5: Explain how to set and use customer service performance metrics**

- *Types of performance metrics:* quality, e.g. first response time, problem resolution time, overall customer experience, total call time; financial, e.g. recurring revenue, recurring costs, labour burden rate; operational, e.g. escalation rates, first contact resolution, abandonment rates; leading and lagging metrics
- *Setting performance metrics:* factors, e.g. organisation brand position, service standards and strategic objectives, stakeholder and staff involvement; identify critical work processes and customer requirements; use a structured framework, e.g. Balance Scorecard; develop SMART measures
- *Use of performance metrics:* e.g. track performance of customer service staff, assess the quality of service, identify areas for potential costs reduction, improves the efficiency and effectiveness of customer service

**AC1.6: Explain the use of customer feedback in the measurement of customer service**

- *Uses:* e.g. provides information for analysis and interpretation, identifies areas for staff training and development, identifies gaps and/or weaknesses in the service offer, benchmarking against organisational service standards, indicates changes to procedures and processes to improve efficiency

**AC1.7: Analyse the advantages and disadvantages of a range of data analysis methods**

- *Data analysis:* data organisation; summarisation and categorisation of data; identification of patterns and themes in the data
- *Qualitative data analysis methods:* interpretative analysis; narrative analysis; discourse analysis; grounded theory analysis; conversation analysis
- *Quantitative data analysis methods:* measures of central tendency (mode, median and mean); standard deviation
- Advantages and disadvantages of each method