

Unit 42:

Champion Customer Service

Unit reference number: D/506/2153

QCF level: 4

Credit value: 4

Guided learning hours: 17

Unit summary

This unit is about acting as a champion for customer service in an organisation, being constantly alert for issues that affect customer service, analysing these issues and their implications, challenging on behalf of the customer and passing on your knowledge and expertise to others.

Being a customer service champion involves examining the behaviours and processes that have most impact on the way your customers see you and your organisation. Champions have to be customer service winners who are genuinely customer-focused employees focused on and empowered to improve the customer experience at every stage. Your customers can be anyone to whom you provide a service and may be internal to your organisation or they may be external customers.

Staff members with high levels of responsibility for customer service have an important role to play as champions of excellent service within their organisations. Customer service champions need to have a great deal of knowledge and expertise about customer service from which others can benefit.

In this unit you will learn how to champion customer service within your organisation and to recognise excellent behaviour in other organisations. Using a range of techniques you will learn how to evaluate the effectiveness of customer service in your organisation. You will be able to identify where improvements can be made to customer service and be able to promote customer service to colleagues in the organisation taking on the role of being a champion for customer service.

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 champion customer service</p>	<p>1.1 Evaluate the importance of viewing operations from the customer's viewpoint</p> <p>1.2 Analyse the role of service partners in providing customer service</p> <p>1.3 Evaluate the effectiveness of information collection systems and reports</p> <p>1.4 Describe organisational decision-making processes and limits of their own authority</p> <p>1.5 Assess the suitability of a range of monitoring techniques to identify opportunities for customer service improvements</p> <p>1.6 Describe activities that give added value to the service chain</p>
<p>2 Be able to identify the scope for improvements to customer service</p>	<p>2.1 Monitor customer service delivery to identify issues that are important to customer service</p> <p>2.2 Analyse the implications of improvements to customer service</p> <p>2.3 Identify customer service issues relating to new products and/or services</p> <p>2.4 Identify the strategic and managerial implications of changes to customer service and the service offer</p>

Learning outcomes	Assessment criteria
<p>3 Be able to champion customer service</p>	<p>3.1 Promote the role of customer service within an organisation's operational plans</p> <p>3.2 Inform individual staff members about their role in championing customer service</p> <p>3.3 Promote the benefits of effective customer service</p> <p>3.4 Provide validated customer service advice and information to colleagues</p> <p>3.5 Support others to identify areas for improvement to customer service</p> <p>3.6 Monitor the effectiveness of advice and information given</p> <p>3.7 Take actions to ensure that customer service delivery meets agreed standards</p>

AC1.1: Evaluate the importance of viewing operations from the customer's viewpoint

- *Customer's viewpoint:* adopting a customer-centred approach; customer relationship management (CRM); mapping customer touch points; identifying moments of truth; continuous improvements to service delivery policies and procedures; focus on meeting customers' needs
- *Importance:* to customers, e.g. improves the customer experience, provision of products and services that meet needs; to the organisation, e.g. identifies improvements to customer service, builds customer loyalty and referenceability, supports information exchange, increases cross selling and up selling opportunities, customer retention

AC1.2: Analyse the role of service partners in providing customer service

- *Service partners:* internal and external partners, e.g. suppliers of goods and/or support services; organisations that provide specialist services to other organisations
- *Role of service partners:* e.g. call handling, claims handling, despatch, providing legal services, maintenance services, specialist contractors, IT services, Public Relations companies
- *Partners responsibilities:* contingent on formal or informal agreement, power and authority based on agreed partnership structure, agreed procedures and priorities
- *Service level agreements:* with internal and external partners

AC1.3: Evaluate the effectiveness of information collection systems and reports

- *Information collection systems:* e.g. customer feedback cards, on-line customer feedback collection, social network metrics system, loyalty cards
- *Information reports:* written or oral, specific or general reports, e.g. customer feedback on using system X, social media reports, e.g. number of 'hits' per hour/day/week

AC1.4: Describe organisational decision-making processes and limits of their own authority

The knowledge to meet this AC depends on the particular organisational processes and context. Learners need to apply the knowledge specific to their organisation to meet this AC

- *General guidance may include:*
 - Level of decision-making: strategic, tactical or operational/administrative
 - Quality of decision-making: SMART objectives and success criteria; use of valid and reliable information to support decision-making; cost-benefit analysis of impact of decisions; ethics, social responsibility and sustainability; consequences
 - Responsibilities: level of decision-making; level of authority and responsibility; organisational approval procedures, e.g. multiple level sign off, finance department sign off, internal requisition process

AC1.5: Assess the suitability of a range of monitoring techniques to identify opportunities for customer service improvements

- *Monitoring techniques:* formal feedback systems, e.g. customer comment cards, feedback facility on the organisations websites, silent monitoring phone calls, mystery shopper, post-contact customer survey, complaints; informal feedback collection, e.g. customer comments, repeat customers, referrals by customers to new customers, customer forums

AC1.6: Describe activities that give added value to the service chain

- *Primary activities:* inbound logistics; operations; out bound logistics; service; marketing and sales
- *Support activities:* procurement; technology developments; infrastructure; human resources
- *Adding value:* analysis of the service chain; identifying costs savings; removing blockages; removing unnecessary systems and processes; recruiting customer service focussed people; training the customer service team; motivating the customer service team, e.g. providing incentives; using technology to provide improved customer service, e.g. using social media; easy access to support materials, e.g. handbooks and manuals

Information for tutors

Suggested resources

Books

Barlass S – *Creating Customer Service Champions* (SB Marketing Group, Inc, 2011)
ASIN: B004MDLW94

Di Julius R – *What's the Secret: To Providing a World-Class Customer Experience*
(John Wiley and Sons, 2008) ISBN 9780470196120

Shapira Z – *Organizational Decision Making* (Cambridge University Press, 2002)
ISBN 9780521890502

Zimmermann A – *The Service Payoff: How Customer Service Champions Outserve and Outlast the Competition* (Peak Performance Publishing, 2011)
ISBN 9781937125004

Websites

www.tutor2u.net/business/organisation/decisionmaking.htm – Tutor2u: provides information about the process of decision making

Assessment

To pass this unit the evidence that the learner presents for assessment must demonstrate that they have met the required standard specified in the learning outcomes and assessment criteria and the requirements of the Assessment Strategy.

To ensure that the assessment tasks and activities enable learners to produce valid, sufficient, authentic and appropriate evidence that meet the assessment criteria, centres should apply the *Unit assessment guidance* provided and the requirements of the Assessment Strategy given below.

Wherever possible, centres should adopt a holistic approach to assessing the units in the qualification. This gives the assessment process greater rigour and minimises repetition, time and the burden of assessment on all parties involved in the process.

Unit assessment requirements

This unit must be assessed in the workplace in accordance with the Skills CFA Assessment Strategy for Business Administration, Customer Service and Management and Leadership in *Annexe A*. Simulation is not allowed for this unit. All evidence of occupational competence should be generated through performance under workplace conditions; this includes evidence of achievement for knowledge-based learning outcomes and associated assessment criteria.

Unit assessment guidance

This guidance supports assessors in making decisions about how best to assess each unit and the evidence needed to meet the assessment requirements of the unit. Centres can adapt the guidance for learners and the particular assessment context, as appropriate.

Evidence to demonstrate achievement of learning outcomes 2 and 3 could be gathered through a combination of direct observation of the learner and a review of their work products, supported by a professional discussion and/or reflective account and witness testimony.

Evidence for learning outcome 2 could include a review of the learner's work products, for example, the documented process of the monitoring activities, evidence of data analysis from the monitoring process (AC2.1 and AC2.2) or reports produced to support AC2.3 and AC2.4. For learning outcome 3, direct observation of the learner promoting customer service within the organisation could provide evidence for AC3.1, AC3.2, AC3.3 and AC3.4. Alternatively, evidence for these assessment criteria could come from the learner's work products such as presentation slides, written or verbal records of communications to colleagues relating to championing customer service. Witness testimony could provide useful supporting evidence for the assessment criteria above, for example, how the learner has helped colleagues to improve customer service (AC3.5).

Observation and work products evidence provided for learning outcomes 2 and 3 should be supported by a professional discussion and/or reflective account based around the evidence to corroborate the learner's competence. For example, for learning outcome 2, a reflective account would give the learner the opportunity to comment on how they identified the customer service issues and the strategic and managerial implications of the changes to be made (AC2.3 and AC2.4). For learning outcome 3, the learner could describe the actions taken to ensure customer service delivery meets standards and explain why these actions were appropriate (AC3.7).

A reflective account by the learner, designed to meet all the assessment criteria and applied to their job role would be seen as the most suitable and effective way to evidence learning outcome 1, and could be integrated into the reflective account if used for learning outcomes 2 and 3. This would provide the opportunity for the learner to link and apply their knowledge to their work activities. For example, the work products and supporting reflective account used to evidence AC2.1 and AC2.3 could be used to support the evidence that would meet AC1.1 and AC1.2.

Recognition of Prior Learning (RPL) can also be used within the unit to confirm competence. Wherever possible, the learning outcomes in this unit should be assessed holistically across the qualification.