

CFACSD14 (SQA Unit Code – FE3R 04)

Implement quality improvements to customer service



Overview

This Standard is part of the Customer Service Theme of Development and Improvement. This Theme covers activities and approaches that play a vital part in customer service by seeking and implementing improvements and developments. Remember that customers include everyone you provide a service to. They may be external to your organisation or they may be internal customers.

Introducing quality improvements to customer service requires careful management of change. This Standard covers the detailed planning of customer service improvements, managing the changes that need to take place to implement the improvements, and then evaluating the results. It includes the consultation and communication processes that are vital to the successful implementation of improvements and management of change. In particular it is vital to involve customers at all stages of the quality improvement process.

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Performance criteria

Plan the introduction of customer service improvements

- You must be able to:*
- P1 identify possible customer service improvements and the resources available to implement them
 - P2 evaluate factors that may help or hinder the introduction of change
 - P3 develop realistic objectives, tasks and schedules for the introduction of improvements and agree them with colleagues
 - P4 assess the risks associated with each action to effect change
 - P5 plan how you will evaluate the proposed improvements

Manage the implementation of customer service improvements

- You must be able to:*
- P6 inform the people who will be affected by change, win their support and keep them informed of progress
 - P7 implement your plans for improvements dealing effectively with any difficulties
 - P8 provide the necessary support to all your colleagues who are involved with changes and improvements
 - P9 ensure that planned improvements are implemented on time and within budget

Monitor and evaluate customer service improvements

- You must be able to:*
- P10 monitor and evaluate the impact that changes are having on the quality of customer service
 - P11 identify and recommend any further changes that may be necessary to achieve the planned aims and objectives of improvements
 - P12 identify any lessons from the change process and note these for future activities.

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Knowledge and understanding

You need to know and understand:

- K1 the importance of careful planning when introducing change
- K2 the types of factors that may help or hinder the process of change and how to identify and plan for these
- K3 how to develop plans that contain realistic objectives, tasks and schedules
- K4 the importance of having clear lines of responsibility and accountability
- K5 how to identify and plan for possible contingencies
- K6 the importance of clear communication when changes are taking place
- K7 why it is important to win the support of people who will be affected by change
- K8 how to win over staff who are resistant to change
- K9 the types of support that staff may need when improvements are being implemented and how to provide such support
- K10 why it is important to complete change on time and within budget
- K11 how to monitor and evaluate the impact of change
- K12 why it is important to evaluate change and to note any lessons for future initiatives

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SQA Evidence Requirements to Support this Unit

This Unit is designed to assess the skills and knowledge of candidates in the workplace. Candidate evidence should be generated under workplace conditions (**either paid or voluntary**) and evidence must be generated with different customers on different occasions over a sufficient period of time.

Observation should be the primary and preferred source of evidence of competent performance wherever possible. Observation of candidate performance will be supported by other methods of assessment which may include:

- ◆ witness testimony
- ◆ questioning
- ◆ candidate statement
- ◆ professional discussion
- ◆ product and photographic evidence,
- ◆ relevant active documentation, reports, presentations and
- ◆ other valid evidence which relates directly to learner performance under workplace conditions

A combination of performance and knowledge evidence is required to enable the assessor to confirm that the learner is competent.

Simulation should only be used in exceptional circumstances and it should only be for small parts of the Unit. Simulated assessments **must** be undertaken in a realistic working environment (RWE). A RWE is 'an environment which replicates the key characteristics in which the skill to be assessed is normally employed'. The RWE must provide conditions that are the same as the normal day-to-day working environment, with a similar range of demands, pressures and requirements for cost-effective working. Guidelines for using RWE can be found in the Assessment Strategy for Customer Service SVQs at link: <http://www.sqa.org.uk/sqa/16732.html>

SQA's Guide to Assessment is designed to provide support for everyone who assesses for SQA qualifications. It looks at the principles of assessment, and brings together information on assessment in general as well as on best practice in assessment. The Guide to Assessment can be downloaded free from SQA's website www.sqa.org.uk

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Developed by Skills CFA

Version number 2

Date approved January 2013

Indicative review date January 2016

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFACSD14

Relevant occupations Customer Service Occupations

Suite Customer Service (2013)

Key words Implementing quality; improvements; planning; managing change; consultation; communication processes; quality improvement; customer service; contact centres; developing; improving; communication; problem solving; behaviours; work with others; teamwork
