

CFACSD20 (SQA Unit Code – FE40 04)

Manage customer service performance



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.

Customer service performance can be measured by a wide variety of metrics and ratings collected in different ways by different organisations. Those measurements are needed if you are to be able to manage performance systematically and take positive actions for improvement. Information on performance must be collected and interpreted in order to identify appropriate management actions to promote improvement. This may involve reference to standards, benchmarks, targets and tolerances and also the identification of trends and patterns in the evidence that is monitored. This Standard is about those monitoring and management processes. This Standard 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.

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Performance criteria

Monitor performance in customer service operations

You must be able to:

- P1 collect regular statistics on customer service operations performance
- P2 interpret broad patterns of customer service operations statistics
- P3 investigate questions raised by interpretation and analysis of performance
- P4 interpret statistics regarding customer service performance in specific product and service areas
- P5 match customer service performance statistics to benchmarks, targets, standards or agreed tolerances
- P6 use customer service performance statistics to identify trends
- P7 compare customer service performance statistics with broader quality monitoring results
- P8 review resource provision to identify any resource changes needed to improve customer service performance management

Take management actions to improve performance in customer service operations

You must be able to:

- P9 identify management actions to maintain and improve on customer service performance
- P10 summarise monitoring evidence to support the case for management actions to improve performance
- P11 brief team members on changes they must make to improve customer service performance
- P12 organise resource changes needed to improve customer service performance
- P13 organise suitable coaching or training to improve customer service performance where development needs have been identified
- P14 adjust customer service performance targets which have ceased to be both challenging and achievable

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Knowledge and understanding

You need to know and understand:

- K1 methods for collecting statistics on customer service operations performance
- K2 techniques for interpreting customer service performance statistics
- K3 the importance of setting targets that are SMART (Specific, Measurable, Achievable, Realistic, Time-bound)
- K4 sources of benchmarks and standards for customer service performance
- K5 techniques for identifying trends and patterns in customer service performance
- K6 options for management actions that will improve customer service performance
- K7 methods of coaching and training to improve customer service performance

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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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Suite

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