

# CFACSD9 (SQA Unit Code – H9YM 04)

## Promote continuous improvement



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### 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.

This Standard covers the key competence of the customer service professional. You must be dedicated to the continuous improvement of customer service and this involves organising changes in the way customer service is delivered over and over again. You need to identify potential changes, think through their consequences and make them work. Above all, this Standard covers the competence of organising and seeing through change that is sustainable and is in the spirit of continuous improvement in customer service.

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#### Performance criteria

#### Plan improvements in customer service based on customer feedback

- You must be able to:*
- P1 gather feedback from customers that will help to identify opportunities for customer service improvement
  - P2 analyse and interpret feedback to identify opportunities for customer service improvements and propose changes
  - P3 discuss with others the potential effects of any proposed changes for your customers and your organisation
  - P4 negotiate changes in customer service systems and improvements with somebody with sufficient authority to approve trial or full implementation of the change

#### Implement changes in customer service

- You must be able to:*
- P5 organise the implementation of authorised changes
  - P6 implement the changes following organisational guidelines
  - P7 inform people inside and outside your organisation who need to know of the changes being made and the reasons for them
  - P8 monitor early reactions to changes and make appropriate fine-tuning adjustments

#### Review changes to promote continuous improvement

- You must be able to:*
- P9 collect and record feedback on the effects of changes
  - P10 analyse and interpret feedback and share your findings on the effects of changes with others
  - P11 summarise the advantages and disadvantages of the changes
  - P12 use your analysis and interpretation of changes to identify opportunities for further improvement
  - P13 present these opportunities to somebody with sufficient authority to make them happen

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#### Knowledge and understanding

*You need to know and understand:*

- K1 how service improvements in your area affect the balance between overall customer satisfaction, the costs of providing service and regulatory requirements
- K2 how customer experience is influenced by the way service is delivered
- K3 how to collect, analyse and present customer feedback
- K4 how to make a business case to others to bring about change in the services or products you offer
- K5 how developments in communication channels such as social media present opportunities for customer service improvements

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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](http://www.sqa.org.uk)

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<b>Originating organisation</b>	Skills CFA
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<b>Relevant occupations</b>	Customer Service Occupations
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**Suite**

Customer Service (2013)

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**Key words**

identifying changes; consequences; organising; continuous improvement; customer service; contact centres; developing; improving; communication; problem solving; behaviours; work with others; teamwork; giving information; receiving information; service