



Higher National Unit specification

General information

Unit title: Sport and Active Leisure Management: Promoting Excellent Customer Service (SCQF level 8)

Unit code: H8HA 35

Superclass: BA

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Unit purpose

This Unit is designed to enable Learners to develop the skills and knowledge required to assess customer service provision and propose a plan for promoting excellent customer service in the sport and active leisure industry.

Outcomes

On successful completion of the Unit the learner will be able to:

- 1 Analyse the benefits of excellent customer service.
- 2 Propose a plan for implementing a customer service excellent culture.

Credit points and level

1 Higher National Unit credit at SCQF level 8: (8 SCQF credit points at SCQF level 8)

Recommended entry to the Unit

While entry is at the discretion of the centre, learners should have good communication and analytical skills. Previous work place experience would also be beneficial, particularly in a sport and active leisure or relevant experience. For Learners with no prior employment experience it is recommended that Learners have a basic understanding of the Customer Service process.

Higher National Unit specification: General information (cont)

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Core Skills

Opportunities to develop aspects of Core Skills are highlighted in the Support Notes for this Unit specification.

There is no automatic certification of Core Skills or Core Skill components in this Unit.

Context for delivery

If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes. This Unit can be integrated with other three Units in the PDA Sport and Active Leisure Management framework:

Sport and Active Leisure Management: Organisational Change and Leadership

Sport and Active Leisure Management: Applied Business Project

Sport and Active Leisure Management: Managing People

The Assessment Support Pack (ASP) for this Unit provides assessment and marking guidelines that exemplify the national standard for achievement. It is a valid, reliable and practicable assessment. Centres wishing to develop their own assessments should refer to the ASP to ensure a comparable standard. A list of existing ASPs is available to download from SQA's website (<http://www.sqa.org.uk/sqa/46233.2769.html>).

Equality and inclusion

This Unit specification has been designed to ensure that there are no unnecessary barriers to learning or assessment. The individual needs of learners should be taken into account when planning learning experiences, selecting assessment methods or considering alternative evidence.

Further advice can be found on our website www.sqa.org.uk/assessmentarrangements.

Higher National Unit specification: Statement of standards

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Acceptable performance in this Unit will be the satisfactory achievement of the standards set out in this part of the Unit specification. All sections of the statement of standards are mandatory and cannot be altered without reference to SQA.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the Knowledge and/or Skills section must be taught and available for assessment. Learners should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Analyse the benefits of excellent customer service.

Knowledge and/or Skills

- ◆ Organisational service level requirements
- ◆ The characteristics of excellent customer service within an organisation
- ◆ Indications of poor customer service within an organisation
- ◆ The importance of effective internal communication to the provision of excellent customer service
- ◆ The importance of effective external communication to the provision of excellent customer service

Outcome 2

Propose a plan for implementing a customer service excellence culture.

Knowledge and/or Skills

- ◆ The requirements for a customer service excellence culture
- ◆ Analysis of current customer service performance
- ◆ Areas for improvement of customer service
- ◆ Individual and group responsibilities for customer service
- ◆ Improvements to organisational performance which will lead to the implementation of a customer service excellence culture

Higher National Unit specification: Statement of standards (cont)

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Evidence Requirements for this Unit

Learners will need to provide written/oral evidence to demonstrate their Knowledge and/or Skills across both Outcomes by showing that they can, with reference to a particular organisation or chosen facility:

- ◆ analyse three benefits of excellent customer service and use them to suggest and justify the implementation to customer service.
- ◆ analyse three components of poor customer service and use them to suggest and justify the implementation of improvements to customer service.
- ◆ evaluate the importance of internal and external communication and draw conclusions, based on analysis, on the impact on customer service requirements.
- ◆ analyse the importance of a customer service culture and identify the relevance to delivering excellent customer service.
- ◆ make recommendations for two improvements to performance which will lead to the implementation of a customer service excellence culture.
- ◆ identify the roles and responsibilities required for those who are involved in delivering excellent customer service.
- ◆ set clear **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime bound (SMART) Objectives for the achievement of two improvements which will promote a customer service excellence.
- ◆ develop a plan with proposals for the implementation of chosen objectives.

Evidence must cover the importance of effective internal and external communication within a customer service environment. It must also cover both individual and group responsibilities for analysing the benefits of, and implementing a culture to ensure, excellent customer service.

The assessment will be open-book. Assessment will take place at a time agreed between the assessor and learner, and will be completed within a six calendar week period.



Higher National Unit Support Notes

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Unit Support Notes are offered as guidance and are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

This Unit is intended for those who wish to develop and improve the delivery of excellent customer service within the sport and active leisure environment in which they work. It would also be appropriate for learners to relate the Unit to an organisation or facility with which they are familiar, eg sports trust, private facility, or voluntary organisation. The Unit is particularly suitable for those learners who work within public and local authority bodies, and is primarily aimed at those who already have responsibility for organising and delivering customer service. However, it may also be suitable for those who are hoping to be in this position in the near future.

The Unit is a practical Unit and is designed to enable learners to recognise and use the components required to ensure excellent customer service. As a result, learners will be able to reflect on current customer service performance and recommend, through setting of clear objectives, improvements to the practice in place.

Customer service requirements, values and beliefs will differ between organisations. The crucial requirement is that learners understand that excellent customer service can be developed by identifying requirements and introducing a culture which promotes consistent excellent service. This culture is equally important to internal and external customers.

Outcome 1

Organisational service levels: service levels will be those identified by the learner's organisation as the minimum expected service levels. Service levels could include the following:

- ◆ Answering the telephone with a specific greeting
- ◆ Answering the telephone within a specified time
- ◆ Acknowledging customers immediately
- ◆ Meeting and greeting customers in a specific way
- ◆ Replying to customers written communication within a specified time limit

Higher National Unit Support Notes (cont)

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Characteristics of excellent customer service: characteristics of excellent customer service will be those extraordinary actions/activities which lift customer service to a higher level. Characteristics of excellent customer service could include the following:

- ◆ Using the customer's name
- ◆ Anticipation of customer needs
- ◆ Going beyond the organisation's expected service levels
- ◆ Exceeding customer expectations
- ◆ Effective handling of customer complaints

Indications of poor customer service: indications of poor customer service will arise as a result of the failure of effective customer service and could include the following:

- ◆ Fall in customer numbers
- ◆ Fall in sales
- ◆ Rise in the number of complaints received
- ◆ Internal issues and concerns

Internal communications: an effective internal communication systems is vital to customer service and will have a huge impact on the delivery of external customer service. Examples of internal communication could include:

- ◆ Team meetings
- ◆ Inter department communications
- ◆ Organisational communication
- ◆ Training programmes
- ◆ Personal development plans

External communications: external communication is vital to ensure that all customers of an organisation are aware of any service related matter. Examples of external communications could include:

- ◆ Information on products or services
- ◆ Information to update suppliers
- ◆ Information to contractors of the organisation
- ◆ Information to other facilities/areas within the organisation

Higher National Unit Support Notes (cont)

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Outcome 2

Organisational customer service culture: this should cover the organisation's attitude, values and beliefs in relation to customer service and should be what the learner is aiming to achieve in terms of minimum customer service performance.

Analysis of current performance: analysis of current performance should include research on current customer service to identify any issues and/or concerns, potential problems and any good practice. Research findings should identify individuals, departments/sections involved in service delivery. A SWOT (Strengths, Opportunities, Weaknesses, and Threats) analysis may be appropriate.

Individual and group responsibilities: the roles and responsibilities of all those involved in the delivery of customer service to include both individuals and departments/sections who input to service delivery. This information might come from the research into the analysis of current performance and could be presented in the form of a presentation to be delivered to teams and individuals.

Setting of objectives: the results of the analysis of current performance should provide information which can be used to set objectives for implementing improvements to customer service. Objectives should meet the SMART acronym requirements, ie, be **S**pecific, **M**easurable, **A**chievable, **R**ealistic, **T**ime bound.

The objectives should form a plan for implementing activities/training which will improve customer service and promote a customer service excellence culture.

Guidance on approaches to delivery of this Unit

This Unit is part of the PDA in Sport and Active Leisure Management and delivery and assessment could be integrated with delivery and assessment of other Units in the award.

Although this is part of a PDA designed to provide learners with technical or professional knowledge and skills those who successfully complete the award are likely to progress to first line manager or team leader posts. Although this is part of a Group Award this Unit can be delivered as a free-standing Unit.

This is a practical Unit and delivery should reflect this. This Unit provides numerous opportunities for the learner to be involved in individual and group research, individual and/or group presentations and provide information in a variety of formats which will help develop all Core Skills. Practical exercises (eg, in setting objectives and developing a plan) are likely to be important parts of delivery.

Higher National Unit Support Notes (cont)

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Delivery of the Unit will involve ensuring that Learners identify the components for excellent customer service and are able to apply them. It is likely that the learners will benefit from a range of sources of information in various formats. Delivery should encourage learners to research information from organisations such as:

- ◆ CFA business skills @ work www.cfa.uk.com
- ◆ Customer Service awards www.thewowawards.com
- ◆ The Government's Customer Service Standard www.cse.cabinetoffice.gov.uk
- ◆ QUEST www.questnbs.org.uk

Learners should also be encouraged to research the customer service cultures of other successful organisations, eg, Retailers, Airlines, Hospitality Companies as well as other public/private sports companies and authorities, to gain as much information as possible on the various methods which can be used to promote a customer service excellence culture.

Knowledge of effective communication procedures is vital to excellent customer service. Learners should be encouraged to research and identify the most effective and efficient methods of communication which will ensure involvement and commitment of both internal and external stakeholders in the customer service process.

Guidance on approaches to assessment of this Unit

Evidence can be generated using different types of assessment. The following are suggestions only. There may be other methods that would be more suitable to learners.

Centres are reminded that prior verification of centre-devised assessments would help to ensure that the national standard is being met. Where learners experience a range of assessment methods, this helps them to develop different skills that should be transferable to work or further and higher education.

The assessment for this Unit can be undertaken holistically and will be open-book.

Assessment will take place at a time agreed between the assessor and learner, and will be completed within a six calendar week period. This Unit is part of the PDA Sport and Active Leisure Management and learners may generate evidence for this Unit whilst working on the other Units of this award.

Learners can be asked to investigate aspects of customer service within an organisation with which they are familiar. They can be given a brief to which they can respond. This should draw their attention to both aspects of the Unit to ensure that all parts of the Outcomes have been covered. The investigation will lead to the development of objectives which will ensure the implementation of a customer service excellence culture. These objectives should be specific, measurable, achievable, realistic time bound.

Higher National Unit Support Notes (cont)

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Alternatively, learners can be given a case study of an organisational scenario which relates to providing excellent customer service. The case study content must provide the opportunity for the learner to meet the Evidence Requirements in full.

Ideally it should be based on a customer service task which arises naturally from the learner's current situation. In many cases this will be one which is part of the learner's work activity. Where the learner is not involved in an appropriate work activity, they should be given access to situations, either through a project at work or an appropriate case study, which will enable them to meet all the knowledge and skills for both Outcomes.

Learners can present their evidence in the form of a written/oral report which will be supplemented by items of performance evidence, such as the results of research and planned objectives for the achievement of a customer service excellence culture. Learners may also wish to consider power point presentations, blogs and portfolios as means of presenting their evidence for assessment.

Opportunities for e-assessment

E-assessment may be appropriate for some assessments in this Unit. By e-assessment we mean assessment which is supported by Information and Communication Technology (ICT), such as e-testing or the use of e-portfolios or social software. Centres which wish to use e-assessment must ensure that the national standard is applied to all learner evidence and that conditions of assessment as specified in the Evidence Requirements are met, regardless of the mode of gathering evidence. The most up-to-date guidance on the use of e-assessment to support SQA's qualifications is available at www.sqa.org.uk/e-assessment.

Opportunities for developing Core and other essential skills

As Learners investigate and analyse the benefits of excellent customer service they will be researching the effects of internal and external communication in relation to delivering excellent customer service. This will bring the Learner into contact with a wide range of people and enable them to demonstrate Core Skills *Communication* at level 6 with, and to, a range of audiences and *Working with Others*. As Learners identify and analyse factors which contribute to the development of a customer service excellence culture, they will be able to demonstrate *ICT* and *Problem Solving* skills at level 6.

History of changes to Unit

Version	Description of change	Date

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General information for learners

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This section will help you decide whether this is the Unit for you by explaining what the Unit is about, what you should know or be able to do before you start, what you will need to do during the Unit and opportunities for further learning and employment.

This Unit is designed to enable you to develop the skills and knowledge required to assess customer service provision and propose a plan for promoting excellent customer service. In particular, it concentrates on identifying the characteristics of excellent customer service in addition to indicators of poor customer service. It will also give you the opportunity to reflect on your current customer service performance and help you to put a plan in place to implement a customer service excellence culture. Following on from this you will be able to use your skills to help develop a culture within an organisation which will promote excellent customer service.

This Unit has been designed to focus your attention on what factors contribute to the provision of excellent customer service. It is particularly suited to those people who are employed in the sport and active leisure sector, both public and private, but it is also appropriate if you are hoping to become a customer service professional, with responsibilities for delivering excellent customer service, in the near future.

In order to complete this Unit you will have to produce a report which explains how you have researched what constitutes excellent customer service. You will also have to develop a plan which will enable you to propose, implement and review improvements which will help to promote a culture of excellent customer service within an organisation. Ideally you will be employed in a position (or aspiring to) which enables you to research and implement your findings in a realistic working environment. Alternatively, you will be able to use appropriate case studies which will provide the scope for you to fully demonstrate your knowledge and skills, and meet the Evidence Requirements for both Outcomes. In both cases you can supplement your reports and plans with evidence of your research.