

Customer Service

Evidence Requirements for Customer Service S/NVQs Levels 2, 3 and 4

January 2006

These Evidence Requirements were developed
by the Awarding Bodies listed below with the ICS:

CABWI Awarding Body
City and Guilds of London Institute
Edexcel
Education Development International plc (EDI)
The Institute of the Motor Industry (IMI)
Oxford Cambridge and RSA examinations(OCR)
Scottish Qualifications Authority (SQA)
Vocational Training Charitable Trust (VTCT)



**Vocational Training
Charitable Trust**



Unit 1 - Prepare yourself to deliver good customer service

1. Wherever possible your evidence should be based on a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence based on realistic working environment or a work placement is permissible. Simulation is also allowed for evidence within this Unit but ideally this should be based on either previous or existing experience from a work placement, a realistic working environment or real work. *(Guidelines for the assessment of Simulated Activities and a Realistic Working Environment can be found in the Customer Service Assessment Strategy for S/NVQ Levels 2,3 and 4 – January 2006)*
2. You may base the evidence for the Unit through describing work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. Your evidence must show that you have carried out background work and given detailed consideration to the statements in this Unit before asking to be assessed. Where examples are requested, you should be able to give a range of examples to enable your assessor to be confident in your breadth of knowledge and competence in meeting the requirements of the Unit.
4. The evidence that you are competent to describe or explain the customer service principles contained in this Unit may be gathered through question and answer, either verbally or in writing, or it may be inferred by observation of your behaviour when delivering customer service.
5. Records of your evidence may be kept using any combination of methods such as documents, audio or video recording, notes of a conversation with your assessor, manager or mentor, or any other method that makes your assessor confident that you have a good understanding of the language and concepts required for working in the field of customer service.
6. Your knowledge of the customer service principles and concepts must be explained or described from the context of a real work environment. This means that if the evidence is collected by simulation, that simulation must mirror an environment in which real customer service might be delivered.

Unit 5 - Provide customer service within the rules

1. Wherever possible your evidence should be based on a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence based on realistic working environment or a work placement is permissible. Simulation is also allowed for evidence within this Unit but ideally this should be based on either previous or existing experience from a work placement, a realistic working environment or real work. *(Guidelines for the assessment of Simulated Activities and a Realistic Working Environment can be found in the Customer Service Assessment Strategy for S/NVQ Levels 2,3 and 4 – January 2006)*
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. You must provide evidence of being willing and helpful with customers:
 - a. during routine delivery of customer service
 - b. during a busy period for your organisation
 - c. during a quiet period for your organisation
 - d. when people, systems or resources have let you down
5. Your evidence must show that:
 - a. you have worked within your own limits of authority
 - b. you have referred to somebody in authority when you have needed to
6. Your evidence must also include examples of rules that are based on:
 - a. legislation
 - b. sector or industry regulation
 - c. your organisation's policies.
7. Records of your evidence may be kept using any combination of methods such as documents, audio or video recording, notes of a conversation with your assessor, manager or mentor, witness testimonies or any other method that makes your assessor confident that you have proved competence.

Unit 6 - Recognise and deal with customer queries requests and problems

1. Wherever possible your evidence should be based on a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence based on realistic working environment or a work placement is permissible. Simulation is also allowed for evidence within this Unit but ideally this should be based on either previous or existing experience from a work placement, a realistic working environment or real work. *(Guidelines for the assessment of Simulated Activities and a Realistic Working Environment can be found in the Customer Service Assessment Strategy for S/NVQ Levels 2,3 and 4 – January 2006)*
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. Your evidence must include examples of problems which are:
 - a brought to your attention by customers
 - b identified first by you and/or by your colleagues.
5. The problems included in your evidence must include examples of:
 - a a difference between customer expectations and what is offered by your organisation
 - b a problem resulting from a system or procedure failure
 - c a problem resulting from a shortage of resources or human error.
6. You must show that you have considered the options for dealing with problems from the point of view of:
 - a your customer
 - b the potential benefits to your organisation
 - c the potential risks to your organisation.
7. Your evidence must show that you are aware of when to deal with customer problems:
 - a yourself
 - b working with close colleagues
 - c referring to more senior colleagues with authority to act.

Unit 7 - Understand customer service to improve service delivery

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any evidence within this Unit.
2. You may base the evidence for the Unit through describing work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. Your evidence must show that you have carried out background work and given detailed consideration to the statements in this Unit before asking to be assessed. Where examples are requested, you should be able to give a range of examples to enable your assessor to be confident in your breadth of knowledge and competence in meeting the requirements of the Unit.
4. The evidence that you are competent to describe or explain the customer service principles contained in this Unit may be gathered through question and answer, either verbally or in writing, or it may be inferred by observation of your behaviour when delivering customer service.
5. Records of your evidence may be kept using any combination of methods such as documents, audio or video recording, notes of a conversation with your assessor, manager or mentor, or any other method that makes your assessor confident that you have a good understanding of the language and concepts required for working in the field of customer service at this level.
6. Your knowledge of the customer service language and principles must be explained or described from the context of real work.

Unit 8 - Know the rules to follow when developing customer service

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any evidence within this Unit.
2. You may base the evidence for the Unit through describing work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. Your evidence must show that you have carried out background work and given detailed consideration to the statements in this Unit before asking to be assessed. Where examples are requested, you should be able to give a range of examples to enable your assessor to be confident in your breadth of knowledge and competence in meeting the requirements of the Unit.
4. The evidence that you are competent to describe or explain the customer service rules and regulations contained in this Unit may be gathered through question and answer, either verbally or in writing, or it may be inferred by observation of your behaviour when delivering customer service.
5. Records of your evidence may be kept using any combination of methods such as documents, audio or video recording, notes of a conversation with your assessor, manager or mentor, or any other method that makes your assessor confident that you have a good understanding of the rules and regulations which need to be applied when working in the field of customer service at this level
6. Your knowledge of the customer service rules and regulations must be explained or described from the context of real work.
7. Your evidence must include examples of rules that are based on:
 - a legislation
 - b sector or industry regulation
 - c your organisation's policies.

Unit 9 - Give customers a positive impression of yourself and your organisation

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence collected in a realistic working environment or a work placement is permissible. Simulation is not allowed for any performance evidence within this Unit. *(Guidelines for the assessment of a Realistic Working Environment can be found in the Customer Service Assessment Strategy for S/NVQ Levels 2,3 and 4 – January 2006)*
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. You must provide evidence of creating a positive impression with customers:
 - a during routine delivery of customer service
 - b during a busy period for your organisation
 - c during a quiet period for your organisation
 - d when people, systems or resources have let you down.
5. You need to prove that you have dealt with customers who:
 - a have different needs and expectations
 - b appear angry or confused
 - c behave unconventionally.
6. Your evidence must show that you respond to customers using your organisation's procedures and guidelines.
7. Your communication with customers may be face to face, in writing, by telephone, text message, e-mail, internet, intranet or by any other method you would be expected to use within your job role.
8. You must prove that you communicate with customers effectively by providing evidence that you:
 - a use appropriate spoken or written language
 - b apply the conventions and rules appropriate to the method of communication you have chosen.

Unit 10 - Promote additional services or products to customers

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence collected in a realistic working environment or a work placement is permissible. Simulation is not allowed for any performance evidence within this Unit. *(Guidelines for the assessment of a Realistic Working Environment can be found in the Customer Service Assessment Strategy for S/NVQ Levels 2,3 and 4 – January 2006)*
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. You must provide evidence that the additional services or products offered include:
 - a use of services or products that are new to your customer
 - b additional use of services or products that your customer has used before.
5. Your evidence must show that you:
 - a follow organisational procedures for offering additional services or products to your customers
 - b create opportunities for encouraging your customers to use additional services or products
 - c identify what your customer wants by seeking information directly
 - d identify what your customer wants from spontaneous customer comments.
6. Your communication with customers may be face to face, in writing, by telephone, text message, e-mail, internet, intranet or by any other method you would be expected to use within your job role.

Unit 11 - Process customer service information

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence collected in a realistic working environment or a work placement is permissible. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. Organisations use different methods to store information. Your evidence must be demonstrated by using the method that is most appropriate for your organisation.
5. Your evidence must prove that you have processed customer information for a variety of customers with different requirements.
6. Your evidence must prove that you have processed information relating to:
 - a new customers
 - b returning customers.
7. Your evidence must show that you have:
 - a checked whether the information you are collecting and retrieving is accurate and up-to-date
 - b selected information that is directly relevant to each of your customers.
8. Your communication with customers may be face to face, in writing, by telephone, text message, e-mail, internet, intranet or by any other method you would be expected to use within your job role.

Unit 12 - Live up to the customer service promise

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence collected in a realistic working environment or a work placement is permissible. Simulation is not allowed for any performance evidence within this Unit. *(Guidelines for the assessment of a Realistic Working Environment can be found in the Customer Service Assessment Strategy for S/NVQ Levels 2,3 and 4 – January 2006)*
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. Your organisation's service offer, vision and promise may be expressed formally or may be simply an informal description of the way customer service is delivered.
5. Your evidence of your organisation's service offer, vision and promise must include examples of:
 - a the way these are communicated to customers
 - b how your job role links with your organisation's offers.
6. You must show how you deliver the customer service promise:
 - a through your own efforts
 - b working with others.
7. Your evidence must show that you have taken opportunities to reinforce your organisation's message:
 - a through organisation initiatives
 - b by responding to opportunities when dealing with customers.

Unit 13 - Make customer service personal

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence collected in a realistic working environment or a work placement is permissible. Simulation is not allowed for any performance evidence within this Unit. *(Guidelines for the assessment of a Realistic Working Environment can be found in the Customer Service Assessment Strategy for S/NVQ Levels 2,3 and 4 – January 2006)*
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. You must provide evidence of making customer service personal:
 - a during routine delivery of customer service
 - b during a busy period for your organisation
 - c during a quiet period for your organisation
 - d when people, systems or resources have let you down.
5. Your evidence must include examples of how you have dealt with customers who are:
 - a happy with the service they are receiving
 - b unhappy about the service they are receiving.
6. You must provide evidence that you have made customer service more personal:
 - a when you have taken the initiative
 - b in response to an opportunity presented when your customer has asked a question.

Unit 14 - Go the extra mile in customer service

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence collected in a realistic working environment or a work placement is permissible. Simulation is not allowed for any performance evidence within this Unit. *(Guidelines for the assessment of a Realistic Working Environment can be found in the Customer Service Assessment Strategy for S/NVQ Levels 2,3 and 4 – January 2006)*
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. You must provide evidence of going the extra mile with customers:
 - a during routine delivery of customer service
 - b during a busy period for your organisation
 - c during a quiet period for your organisation
 - d when people, systems or resources have let you down.
5. Your evidence must show that you have:
 - a followed organisational procedures to go the extra mile for customers
 - b used your own initiative when going the extra mile for customers.
6. You must show that you have gone the extra mile for customers:
 - a by acting within the limits of your own authority
 - b by seeking appropriate authority for specific actions.
7. You must provide examples of when the benefits of going the extra mile enjoyed by customers are:
 - a tangible in that they can be measured
 - b intangible in that they are represented solely by feelings and perceptions of the customer experience.

Unit 15 - Deal with customers in writing or using ICT

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence collected in a realistic working environment or a work placement is permissible. Simulation is not allowed for any performance evidence within this Unit. *(Guidelines for the assessment of a Realistic Working Environment can be found in the Customer Service Assessment Strategy for S/NVQ Levels 2,3 and 4 – January 2006)*
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. Your communication with customers may be in writing, by text message, e-mail, internet, intranet or by any other method you would be expected to use within your job role providing that there is a permanent record of your communication with your customers.
5. Your evidence must include examples of dealing with customers who:
 - a have routine expectations of your organisation's customer service
 - b have experienced difficulties when dealing with your organisation
 - c have made a specific request for information
 - d need to be informed of circumstances of which they are unaware.
6. The style and tone of your communication must follow organisational guidelines and you must prove that you have taken account of:
 - a your job role and position in your organisation
 - b the personal style and preferences of your customer
 - c the conventions of the medium of communication you are using.
7. Your evidence must include examples of:
 - a individual communications with customers
 - b group or circular communications with customers
 - c group or circular communications that have been tailored to individuals or different categories of customer.
8. You must show that you have communicated with customers when:
 - a you have initiated the contact
 - b you are responding to a customer.

Unit 16. - Deal with customers face to face

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence collected in a realistic working environment or a work placement is permissible. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. Your evidence must include examples of dealing with customers who:
 - a have routine expectations of your organisation's customer service
 - b have experienced difficulties when dealing with your organisation
 - c have made a specific request for information
 - d need to be informed of circumstances of which they are unaware.
5. Your evidence must include examples of dealings with customers that are:
 - a planned
 - b unplanned.
6. You must provide evidence of dealing with customers face to face:
 - a during routine delivery of customer service
 - b during a busy period for your organisation
 - c during a quiet period for your organisation
 - d when people, systems or resources have let you down.
7. You must include examples of how you have made use of :
 - a verbal communication skills
 - b non-verbal communication skills.

Unit 17 - Deal with customers by telephone

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence collected in a realistic working environment or a work placement is permissible. Simulation is not allowed for any performance evidence within this Unit. *(Guidelines for the assessment of a Realistic Working Environment can be found in the Customer Service Assessment Strategy for S/NVQ Levels 2,3 and 4 – January 2006)*
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. Your evidence must include examples of dealing with customers who:
 - a have routine expectations of your organisation's customer service
 - b have experienced difficulties when dealing with your organisation
 - c have made a specific request for information
 - d need to be informed of circumstances of which they are unaware.
5. Your evidence must include examples of dealings with customers that are:
 - a planned
 - b unplanned.
6. You must provide evidence of dealing with customers by telephone:
 - a during routine delivery of customer service
 - b during a busy period for your organisation
 - c during a quiet period for your organisation
 - d when people, systems or resources have let you down.
7. You must provide evidence that you have taken messages that are passed on to colleagues:
 - a verbally
 - b in a form that maintains a permanent record.
8. You may provide evidence of dealing with customers using conventional land line telephones, mobile telephone, internet telephone connections, video telephone systems or any other technology that involves a conversation with a customer at a distance.

Unit 18 - Use customer service as a competitive tool

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. You must provide evidence of using customer service as a competitive tool:
 - a during routine delivery of customer service
 - b during a busy period for your organisation
 - c during a quiet period for your organisation
 - d when people, systems or resources have let you down.
5. You must provide examples of when the benefits of using customer service as a competitive tool enjoyed by customers are:
 - a tangible in that they can be measured
 - b intangible in that they are represented solely by feelings and perceptions of the customer experience.
6. Your evidence must include examples of competitive analysis involving:
 - a direct competitors
 - b competitors offering substitute services or products.
7. Your evidence must include examples of when you have used customer service actions as a competitive tool to attract or maintain:
 - a loyal customers
 - b customers returning from competitors
 - c new customers.

Unit 19 - Organise the promotion of services or products to customers

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. Your evidence for this Unit must prove that you:
 - a use agreed organisational procedures and systems
 - b create your own opportunities.
5. Your evidence must show that you have:
 - a taken responsibility for your own actions in promoting services or products
 - b used spontaneous customer feedback to identify opportunities for promoting services or products
 - c used customer feedback that you have requested to identify opportunities for promoting services or products
6. Your evidence must include examples of:
 - a returning customers extending their use of your services or products
 - b new customers making use of your services or products.

Unit 20 - Champion customer service

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. You must provide evidence that you have monitored developments that, in relation to your own area of responsibility, are:
 - a strategic
 - b operational.
5. Your evidence must show that you have analysed the implications of customer service developments for:
 - a the quality of services or products
 - b the way services or products are delivered
 - c customer relationships.
6. You must provide evidence that you have responded to requests for information and advice from at least two of these groups:
 - a front line staff
 - b supervisors or team leaders
 - c senior managers
 - d colleagues in other departments
 - e service partners.
7. You must prove that you have provided information and advice about:
 - a the quality of services or products
 - b the way services or products are delivered
 - c customer relationships.
8. Your evidence must show that you have communicated customer service advice and information using at least two different communication media.

Unit 21 - Deliver reliable customer service

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence collected in a realistic working environment or a work placement is permissible. Simulation is not allowed for any performance evidence within this Unit. *(Guidelines for the assessment of a Realistic Working Environment can be found in the Customer Service Assessment Strategy for S/NVQ Levels 2,3 and 4 – January 2006)*
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. You must prove that you:
 - a consistently follow the steps of preparing, delivering and checking customer service
 - b have worked with different customers who have different needs and expectations.
5. You must provide evidence of delivering reliable customer service:
 - a during routine delivery of customer service
 - b during a busy period for your organisation
 - c during a quiet period for your organisation
 - d when people, systems or resources have let you down.
6. You must show evidence that you have delivered reliable customer service when working with colleagues.

Unit 22 - Deliver customer service on your customer's premises

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence collected in a realistic working environment or a work placement is permissible. Simulation is not allowed for any performance evidence within this Unit. *(Guidelines for the assessment of a Realistic Working Environment can be found in the Customer Service Assessment Strategy for S/NVQ Levels 2,3 and 4 – January 2006)*
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. You must provide evidence that you deliver excellent customer service:
 - a during routine delivery of customer service
 - b during a busy period for your organisation
 - c during a quiet period for your organisation
 - d when people, systems or resources have let you down.
5. You must provide evidence that you deliver excellent customer service during:
 - a planned visits to your customer's premises
 - b visits to your customer's premises made at short notice.
6. You must provide evidence that you deliver excellent customer service:
 - a when your work goes to plan
 - b when your work does not go to plan.
7. You must provide evidence that you deliver excellent customer service:
 - a with your customer present
 - b when your customer is not present.

Unit 23 - Recognise diversity when delivering customer service

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence collected in a realistic working environment or a work placement is permissible. Simulation is not allowed for any performance evidence within this Unit. *(Guidelines for the assessment of a Realistic Working Environment can be found in the Customer Service Assessment Strategy for S/NVQ Levels 2,3 and 4 – January 2006)*
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. Your evidence must show that you have developed your approach to diversity taking account of:
 - a relevant legislation
 - b sector or industry codes of practice
 - c the policies and procedures of your own organisation.
5. You must provide evidence that you have recognised diversity when delivering customer service to people from different groups in relation to at least four of these sources of diversity:
 - a age
 - b disability
 - c national origin
 - d sexual orientation
 - e values
 - f ethnic culture
 - g education
 - h lifestyle
 - i beliefs
 - j physical appearance
 - k social class
 - l economic status.
6. You must provide examples of situations when your analysis of your assumptions and your customer service delivery have led you to:
 - a deliberately adopt different approaches to different groups of customers
 - b deliberately adopt a consistent approach to groups of customers who you recognise as having diverse requirements.

Unit 24 - Deliver customer service using service partnerships

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must produce evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. The service level agreement between service partners in your evidence may be formal or informal.
5. You must provide examples of working in a service partnership on occasions when:
 - a the service partners are cooperative
 - b the service partners are un-cooperative.
6. You must include evidence to show that you have worked in a service partnership with:
 - a regular or long term suppliers
 - b new suppliers.
7. Your evidence must show that you have negotiated agreements with service partners that are of benefit to:
 - a your organisation
 - b your service partner

Unit 25 - Organise the delivery of reliable customer service

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. You need to include evidence that proves you have dealt with a variety of customers including:
 - a easy-going customers
 - b demanding customers
 - c returning customers
 - d new customers.
5. Your evidence must show that you have:
 - a taken responsibility for your own actions in the delivery of customer service
 - b used spontaneous customer feedback to improve customer service
 - c used customer feedback that you have requested to improve customer service
6. Your evidence must show that you have organised customer service during:
 - a a busy period for your organisation
 - b a quiet period for your organisation
7. The system you use for recording data can be manual or using ICT systems.

Unit 26 - Improve the customer relationship

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. Your evidence must include examples of using:
 - a organisational procedures
 - b exceptions to standard practice that are legal and benefit your organisation.
5. You need to prove that you have dealt with customers who:
 - a have different needs and expectations
 - b appear angry or confused
 - c behave unconventionally.

Unit 27 - Maintain and develop a healthy and safe customer service environment

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for performance evidence within this Unit except in as much as realistic practices are staged to test emergency procedures.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time for your assessor to be confident that you are competent.
4. Your evidence must show that you have assessed and controlled risks associated with:
 - a the use of equipment
 - b the working environment
 - c working practices
 - d potential breaches of security
 - e factors that affect the well-being of staff
 - f factors that affect the well-being of customers.
5. You must prove that you have collected and evaluated key requirements of:
 - a legal requirements
 - b regulatory requirements
 - c organisational codes of practice
 - d ethical codes of practice.

Unit 28 - Plan, organise and control customer service operations

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. Your plans must provide evidence that you have taken into account:
 - a the aims, objectives and targets for your area of responsibility
 - b your organisation's customer service strategy
 - c your customers' needs and expectations.
5. Your evidence must show that your plans include consideration of:
 - a time
 - b physical resources
 - c human resources
 - d financial resources.
6. You must show that you have negotiated with:
 - a front-line staff
 - b supervisors or team leaders
 - c senior managers.
7. You must provide evidence that you have collected and analysed:
 - a qualitative information
 - b quantitative information.

Unit 29 - Evaluate the quality of customer service

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. You must include evidence of collecting and analysing information that is:
 - a quantitative
 - b qualitative.
5. Your communication of the results of your measurements may be face to face, in writing, by telephone, text message, e-mail, internet, intranet or by any other method you would be expected to use within your job role.
6. Your evidence must show that you have communicated the results of your measurements to at least three of these groups of people:
 - a front line staff
 - b supervisors or team leaders
 - c senior managers
 - d colleagues in other departments
 - e service partners.

Unit 30 - Build and maintain effective customer relations

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. You must provide evidence that you can build and maintain relationships with:
 - a potential or new customers
 - b regular or returning customers
 - c customers with particular needs and expectations
 - d customers who have experienced problems with your organisation's services or products.
5. Your communication with customers may be face to face, in writing, by telephone, text message, e-mail, internet, intranet or by any other method you would be expected to use within your job role.
6. You must provide evidence that you have collected feedback that is:
 - a qualitative
 - b quantitative
 - c formal
 - d informal.

Unit 31 - Resolve customer service problems

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence collected in a realistic working environment or a work placement is permissible. Simulation is not allowed for any performance evidence within this Unit. *(Guidelines for the assessment of a Realistic Working Environment can be found in the Customer Service Assessment Strategy for S/NVQ Levels 2,3 and 4 – January 2006)*
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. Your evidence must include examples of resolving problems involving each of the following:
 - a a problem first identified by customers
 - b a problem identified within the organisation before it has affected your customer
 - c a problem caused by differences between your customer's expectations and what your organisation can offer
 - d a problem caused by a system or procedure failure
 - e a problem caused by a lack of resources or human error.
5. Your evidence must prove that you:
 - a supplied relevant information when customers have requested it
 - b supplied relevant information when customers have not requested it
 - c have used agreed organisational procedures when solving problems
 - d have made exceptions to usual practice with the agreement of others.

Unit 32 - Monitor and solve customer service problems

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. Your evidence must include examples of problems which are:
 - a brought to your attention by customers
 - b are identified first by you and/or by a colleague.
5. The problems included in your evidence must include examples of a:
 - a difference between customer expectations and what is offered by your organisation
 - b problem resulting from a system or procedure failure
 - c problem resulting from a shortage of resources or human error.
6. You must show that you have considered the options for solving problems from the point of view of:
 - a your customer
 - b the potential benefits to your organisation
 - c the potential risks to your organisation.
7. You must provide evidence that you have made use of options that:
 - a follow formal organisational procedures or guidelines
 - b make agreed and authorised exceptions to usual practice.

Unit 33 - Apply risk assessment to customer service

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. The procedures you follow for risk assessment may be formal or informal and may or may not be written.
5. You must provide evidence that you have identified risks in your own area of responsibility:
 - a through your everyday work
 - b actively carrying out a risk assessment
 - c through discussion with colleagues.
6. Your evidence must show that when carrying out a risk assessment you have:
 - a listed each risk
 - b identified the consequences of each risk
 - c estimated the probability of each risk occurring
 - d made a judgement about any action that is justified taking into account the consequences and probability of each risk.
7. You must provide evidence that you have worked with at least two of these groups of people to identify possible actions for managing risk:
 - a team members or colleagues
 - b suppliers or service partners
 - c supervisors, team leaders or managers.
8. Your evidence must show that you have carried out risk assessments that have caused you to:
 - a take action to manage the risk
 - b decide that the level of risk is tolerable and take no action.

Unit 34 - Process customer service complaints

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. You must prove that you have processed complaints that are seen by your organisation as:
 - a justified
 - b unjustified.
5. You must provide evidence of processing customer service complaints:
 - a during routine delivery of customer service
 - b during a busy period for your organisation
 - c during a quiet period for your organisation
 - d when people, systems or resources have let you down.
6. You need to prove that you have dealt with customers who:
 - a have different needs and expectations
 - b appear angry or confused
 - c behave unconventionally.
7. You must provide evidence that you have processed complaints and taken full account of:
 - a organisational procedures
 - b sector or industry codes of practice
 - c legislation.
8. Your evidence must include examples of complaints you have processed:
 - a using your own authority
 - b by referring them upwards in the organisation.

Unit 35 - Handle referred customer complaints

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. You must provide evidence that you have collected and analysed:
 - a qualitative information
 - b quantitative information.
5. You must show that you have dealt with complaints from customers who are:
 - a prepared to accept your proposed solutions
 - b not prepared to accept your proposed solutions.
6. You must show that you have negotiated with:
 - a front-line staff
 - b supervisors or team leaders
 - c senior managers.
7. The complaints included in your evidence must include examples of:
 - a a difference between customer expectations and what is offered by your organisation
 - b a problem resulting from a system or procedure failure
 - c a problem resulting from a shortage of resources or human error.
8. Your evidence should include examples of when a complaint has been escalated to involve:
 - a somebody more senior in your own organisation
 - b somebody external to your organisation

Unit 36 - Develop customer relationships

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence collected in a realistic working environment or a work placement is permissible. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. You must include evidence that shows how you have done this through:
 - a your own individual efforts
 - b working with others.
5. Your communication with customers may be face to face, in writing, by telephone, text message, e-mail, internet, intranet or by any other method you would be expected to use within your job role.
6. You must provide evidence of taking actions to meet the needs and expectations of your customer and of your organisation:
 - a without being asked by your customer
 - b at your customer's request.
7. You must include evidence that you have balanced the needs of your customers and your organisation by:
 - a making use of alternative products or services offered by the organisation
 - b varying the service you would normally offer within organisational guidelines
 - c saying 'no' to your customer and explaining the limits of your organisation's service offer.

Unit 37 - Support customer service improvements

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence collected in a realistic working environment or a work placement is permissible. Simulation is not allowed for any performance evidence within this Unit. *(Guidelines for the assessment of a Realistic Working Environment can be found in the Customer Service Assessment Strategy for S/NVQ Levels 2,3 and 4 – January 2006)*
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. You must prove that you have:
 - a contributed to improving customer service through your own efforts
 - b contributed to improving customer service by working with others.
5. Your evidence must cover at least two changes with which you have been actively involved. In each case you must be able to identify the part you played in;
 - a linking customer feedback with the reasons for the change
 - b implementing the change
 - c gathering customer reactions to the change.
6. Your evidence for each change must show how:
 - a the change has improved customer service
 - b your customers have reacted to the change.
7. Each change that is part of your evidence must be significant enough for a regular customer to notice that the services or products you are delivering are different or that the way you and your colleagues deliver the services or products is different.

Unit 38 - Develop personal performance through delivering customer service

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. However, for this Unit, evidence collected in a realistic working environment or a work placement is permissible. Simulation is not allowed for any performance evidence within this Unit. *(Guidelines for the assessment of a Realistic Working Environment can be found in the Customer Service Assessment Strategy for S/NVQ Levels 2,3 and 4 – January 2006)*
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. An 'appropriate person' must be your manager, your supervisor or team leader, a colleague detailed to help you learn, your assessor, your mentor or someone from your training or personnel department.
5. Your evidence must prove that you have:
 - a sought feedback from an appropriate person to assess your personal strengths and development needs
 - b applied your learning to improve customer service, reviewed the results and used this information to update your personal development plan.
6. Your evidence must prove that you have developed your personal development plan taking account of:
 - a information about the knowledge and skills relevant to your customer service role
 - b your own learning style preferences
 - c your workload
 - d opportunities for learning on the job.
7. Your personal development plan must be put on record and agreed with an appropriate person.

Unit 39 - Work with others to improve customer service

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. Your evidence must include examples of agreeing customer service roles and responsibilities which are:
 - a part of your own role
 - b part of other people's roles.
5. You must provide evidence that you have worked with at least two of these groups of people:
 - a team members or colleagues
 - b suppliers or service partners
 - c supervisors, team leaders or managers.
6. Your evidence must show that your work with others involves communication by at least two of these methods:
 - a face to face
 - b in writing
 - c by telephone
 - d using text messages
 - e by e-mail
 - f using the internet
 - g using an intranet.

Unit 40 - Promote continuous improvement in customer service

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. You must provide evidence that you have organised changes over a period of time which have resulted in sustainable continuous improvement in customer service.
5. You must show that your proposals for improvements:
 - a are based on planned and analysed customer feedback
 - b take into account all relevant regulations
 - c take into account the costs and benefits to the organisation.
6. You may carry out this work alone or with colleagues. However, you must prove that you have taken an active role in:
 - a collecting and analysing feedback
 - b proposing initiatives for change
 - c implementing the change
 - d evaluating and reviewing the change.
7. Your evidence must clearly show the part you have played in each step of the process.
8. The changes that you propose and initiate may be changes in how services or products are supplied or in how you and your colleagues behave when delivering services or products.

Unit 41 - Develop your own and others' customer service skills

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time for your assessor to be confident that you are competent.
4. Your personal development plan may be based on existing customer service skills and development activities that already take place in your organisation or new activities that you have to devise for this Unit.
5. You must have constructed your personal development plan taking account of information about the knowledge and skills relevant to your:
 - a customer service role
 - b own preferred method of learning
 - c workload
 - d opportunities for learning on the job
 - e opportunities for learning off the job.
6. An 'appropriate person' must be your manager, your supervisor or team leader, a colleague detailed to help you learn, your assessor, your mentor or someone from your training or personnel department.
7. Feedback about your customer service performance must involve your line manager or supervisor and your evidence must show this.
8. Your evidence of coaching may relate to a single colleague or several colleagues who may be new to the organisation, new to the department or new to the job, procedure, or system.

Unit 42 - Lead a team to improve customer service

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time for your assessor to be confident that you are competent.
4. You must prove you have line management or supervisory responsibility for the team members used in your evidence.
5. You must show that you have taken into account the organisational constraints of:
 - a cost
 - b time
 - c human resources
 - d other resources.
6. You must also show that you have taken into account the team or individual constraints of:
 - a existing workloads
 - b individual capabilities and sensitivities
 - c initiatives and objectives currently being undertaken by the organisation
 - d influences operating on the team from outside.
7. Your evidence must prove that you have taken time with each team member to:
 - a plan and organise their work
 - b provide support and guidance
 - c give and seek feedback on performance.

Unit 43 - Gather, analyse and interpret customer feedback

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. Your evidence must show that you have collected feedback from customers:
 - a using informal methods such as conversation and observation of customer reactions
 - b using at least two different formal methods such as questionnaire, telephone or interview surveys.
5. Your evidence must include examples of feedback that you have collected:
 - a using a method you have devised
 - b following established organisational procedures.
6. You must provide evidence that you have displayed the results of your data collection:
 - a in tabulated form
 - b in graphical or pictorial form.

Unit 44 - Implement quality improvements to customer service

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. Your evidence must include planning for and using the following resources when implementing improvements to customer service:
 - a time
 - b human resources
 - c physical resources
 - d financial resources.
5. You must provide evidence of communicating with:
 - a customers
 - b front-line staff
 - c colleagues
 - d supervisors/team leaders
 - e senior managers
 - f service partners.
6. Your communication may be face to face, in writing, by telephone, text message, e-mail, internet, intranet or by any other method you would be expected to use within your job role.
7. You must include evidence of collecting, analysing and using information that is:
 - a quantitative
 - b qualitative.

Unit 45 - Plan and organise the development of customer service staff

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time for your assessor to be confident that you are competent.
4. Your evidence must show that you have been involved with the training and development of staff in groups such as new staff, established staff, front-line staff, supervisors and team leaders, part-time staff, support staff or service partners.
5. You must show that you monitor the performance of staff involved in development and training activities through:
 - a formal monitoring mechanisms such as appraisals and Key Performance Indicators (KPIs)
 - b less formal and more immediate monitoring such as direct supervision.

Unit 46 - Develop a customer service strategy for an area

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time for your assessor to be confident that you are competent.
4. You should be able to identify and analyse the needs and expectations of:
 - a existing customers
 - b potential or new customers.
5. Your evidence of the approach taken by other organisations may relate to competitors or to organisations that provide similar services or products but are not competitors.
6. The mission, aims, objectives, targets and values of your organisation may be expressed formally or informally.

Unit 47 - Work as a member of a team to deliver seamless customer service

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time with different customers on different occasions for your assessor to be confident that you are competent.
4. Your evidence must show that you have built relationships with members of your organisation from at least two of these groups of people:
 - a front line staff
 - b supervisors or team leaders
 - c senior managers
 - d colleagues in other departments
 - e service partners.
5. Your evidence must show that you have communicated with team members and service partners using at least two different communication media.

Unit 48 - Manage a customer service award programme

1. Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real customers, whether internal or external to the organisation. Evidence collected in a realistic working environment or a work placement is not permissible for this Unit. Simulation is not allowed for any performance evidence within this Unit.
2. You may collect the evidence for the Unit through work in a private sector organisation, a not-for-profit organisation or a public services organisation.
3. You must provide evidence that shows you have done this over a sufficient period of time for your assessor to be confident that you are competent.
4. The award programmes used in your evidence may relate to individuals, teams, special projects, trainees, incentive schemes or customer nominated awards.
5. You must prove that you have planned details of your award programme that include:
 - a the criteria for making the award
 - b what the award will be
 - c the frequency of the award
 - d the procedure for judging the award
 - e how the award will be presented and publicised.
6. The business case for the award programme may be made formally or informally.
7. Your evidence must show that you have evaluated the customer service award programme from the point of view of:
 - a benefits to the organisation
 - b benefits to the supervisors and managers of the winners
 - c the effect on the winner or winners
 - d the effect on others who are not winners.