

UNIT F11 MANAGE THE ACHIEVEMENT OF CUSTOMER SATISFACTION

UNIT SUMMARY

What is the unit about?

This unit covers a broad range of general, operational management responsibilities, all aimed at satisfying customers with the processes, products and or services being delivered.

The term 'customer' includes internal and external customers of the organisation.

Who is the unit for?

The unit is recommended for middle managers.

Links with other units

This unit is closely linked to **unit F8. Work with others to improve customer service** in the overall suite of National Occupational Standards for management and leadership.

There is also a suite of National Occupational Standards for customer service which are aimed at those in customer service roles or whose roles have a significant customer service component. You can obtain further information from the Institute of Customer Service (ICS) on tel. 01206 571 716 or at the ICS website (www.instituteofcustomerservice.com).

If your organisation is a small firm, you should look at unit *C1 Look after your customers* which has been developed by the Small Firms Enterprise and Development Initiative (SFEDI) specifically for small firms and which may be more suitable to your needs. You can obtain information on the unit from SFEDI on tel. 0114 241 2155 or at the SFEDI website (www.sfedi.co.uk).

Skills

Listed below are the main generic 'skills' which need to be applied in achieving customer satisfaction. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Problem solving
- Valuing and supporting others
- Planning
- Communicating
- Monitoring
- Reporting
- Coaching
- Mentoring
- Empowering
- Motivating
- Thinking with a focus on customers

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Outcomes of effective performance

You must be able to do the following:

- 1 Ensure that colleagues are briefed on and understand the expectations of customers and their own roles and responsibilities in meeting these expectations, including any agreed standards of customer service.
- 2 Empower colleagues to deliver good customer service, including identifying and addressing their learning needs and providing other resources.
- 3 Ensure that clear and effective processes are in place to support customers and sort out their problems.
- 4 Ensure that the day to day behaviour of colleagues matches the organisation's customer focused values.
- 5 Develop a culture which nurtures, respects, values, recognises and rewards 'front line' colleagues who work with customers.
- 6 Establish and operate suitable processes for monitoring levels of customer satisfaction.
- 7 Make recommendations and propose plans to improve the level of customer satisfaction.
- 8 Demonstrate increasing levels of customer satisfaction with the organisation's products and/or services and processes.

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Behaviours which underpin effective performance

- a You constantly seek to improve performance.
- b You recognise the achievements and the success of others.
- c You demonstrate a clear understanding of different customers and their real and perceived needs.
- d You empower staff to solve customer problems within clear limits of authority.
- e You take personal responsibility for resolving customer problems referred to you by other staff.
- f You recognise recurring problems and promote changes to structures, systems and processes to resolve these.
- g You advocate customers' interests within your organisation.
- h You articulate a vision that generates excitement, enthusiasm and commitment.

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Knowledge and understanding

You need to know and understand the following:

General knowledge and understanding

- 1 The difference between customer service and customer satisfaction.
- 2 The factors that make customers satisfied.
- 3 The importance of achieving customer satisfaction in a competitive environment or an environment where high levels of service are expected.
- 4 Best practice in customer service outside your own sector.
- 5 Types of customer survey and effective ways of collecting feedback.
- 6 How to measure customer satisfaction.
- 7 Techniques and reward strategies for motivating staff.
- 8 How information and communications technology can support customer service and customer satisfaction.
- 9 Process/systems design and management.

Industry/sector specific knowledge and understanding

- 10 Current and emerging trends that are likely to affect your products and/or services.
- 11 Developments in technology and how this will affect your work with customers.
- 12 The legal and regulatory framework within which you work, including customer and consumer rights, relevant codes of practice and ethical codes.

Context specific knowledge and understanding

- 13 Your organisation's products and/or services.
- 14 Your organisation's customers.
- 15 The overall vision, objectives and associated plans of your organisation and its values.
- 16 The strengths and weaknesses of your products and services in terms of customer satisfaction.

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Context specific knowledge and understanding (continued)

- 17 The customer satisfaction survey, feedback and measuring methods that are suitable for your organisation.
- 18 The activities and services of your competitors or similar organisations and how this may affect your products, services and processes.
- 19 Which organisations you are compared with by your customers.

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Evidence requirements

Outcomes	Evidence of Outcomes: • possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
O1 O3 O4	Plans, procedures, records of meetings and other communications to communicate the vision and standards for customer service and show how these are to be translated into action:				
	• operational objectives and plans and customer service systems and procedures that you have developed	a, c, d, g	1, 2, 3, 4, 8, 9	1, 2, 3	1, 2, 3, 4, 6, 7
	• newsletters, intranet and internet pages that you have developed, and notes, presentations and materials from team briefings and other meetings and discussions you have led to communicate the customer service policy and procedures	a, c, g, h	1, 2, 3	-	1, 2, 3, 4
	• emails, memos, action plans and other records of actions you have taken to ensure that objectives, plans, systems and procedures are understood and implemented	a, c, g, h	1, 2, 3	-	1, 2, 4
	• witness statements (comments on your role in communicating the customer service policy and procedures to staff)	g, h	-	-	-
	• personal statements (reflections on your role in communicating the customer service policy and procedures to staff)	g, h	1, 2, 3	1, 2, 3	1, 2, 3, 4, 6, 7
O6 O7	Customer service monitoring and review reports you have prepared, and recommendations for improvement:				
	• systems and procedures you have developed to monitor performance against customer service standards	a, e, f	5, 6, 4, 9	1, 2, 3	5, 7
	• reports and proposals you have written based on analyses of monitoring reports (eg 'mystery shopper') and customer feedback surveys that you have prepared, and data on customer churn and loyalty/repurchase rates that you have collected and analysed, to review and improve customer focus and service levels	a, e, f	5, 4, 6	1, 2, 3	5, 7

Outcomes	Evidence of Outcomes: <ul style="list-style-type: none"> possible examples of evidence 	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
O1 O2 O4 O5 O8	Strategies you have developed to support and develop, collect information about, and review the performance of, customer service staff:				
	<ul style="list-style-type: none"> role descriptions, person specifications, selection processes and induction plans that you have prepared for employing new customer service staff 	a, d	2, 3, 7	1, 2, 3	-
	<ul style="list-style-type: none"> training needs analyses, skills matrices and other systems to identify staff development needs 	a	2, 3	1, 2, 3	-
	<ul style="list-style-type: none"> plans for and evaluations of customer service training activities that you have organised 	a	2, 3	1, 2, 3	-
	<ul style="list-style-type: none"> performance rewards and bonuses, job enrichment, team development and other strategies you have used to encourage job satisfaction and create a culture of commitment to customer service 	a, b, d	2, 3, 7	1, 2, 3	-
	<ul style="list-style-type: none"> data you have collected and analysed on individual and team performance in customer service and records of staff performance review meetings that you have conducted 	b, f	5, 6	-	5
	<ul style="list-style-type: none"> personal statements (reflections on your role in seeking to bring about improvements in staff performance to deliver required standards of customer service) 	a, b	2, 3, 7		-
O3 O7 O8	Records of activities you have organised that are designed to bring about improvements in customer service and meet or surpass customer expectations				
	<ul style="list-style-type: none"> agenda, notes or reports of meetings with customers and with other organisations that you work with to agree customers' requirements and improvements to the service provided 	a, c, e, f	1, 2, 3, 4	1, 2, 3	1, 2, 4, 6, 7
	<ul style="list-style-type: none"> agenda, notes or reports of meetings of staff that you have led to review customer service and identify opportunities for improvement 	a, b, f	1, 2, 3, 4	1, 2, 3	1, 2, 4, 6, 7
	<ul style="list-style-type: none"> witness statements (comments on your role in seeking to bring about improvements in customer service) 	a, g, h	-	-	-
	<ul style="list-style-type: none"> personal statements (reflections on your role in seeking to bring about improvements in customer service) 	a, e, f	1, 2, 3, 4	1, 2, 3	1, 2, 4, 6, 7

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