

Unit Title:	Implement quality improvements to customer service
OCR unit number	D14
Level:	4
Credit value:	10
Guided learning hours:	67

Unit purpose and aim

Introducing quality improvements to customer service requires careful management of change. This unit covers the detailed planning of customer service improvements, managing the changes that need to take place to implement the improvements, and then evaluating the results. It includes the consultation and communication processes that are vital to the successful implementation of improvements and management of change. In particular it is vital to involve customers at all stages of the quality improvement process.

Learning Outcomes	Assessment Criteria	Knowledge, understanding and skills
<p>The Learner will:</p> <p>1. plan the introduction of customer service improvements</p>	<p>The Learner can:</p> <p>1.1 identify possible customer service improvements and the resources available to implement them</p> <p>1.2 evaluate factors that may help or hinder the introduction of change</p> <p>1.3 develop realistic objectives, tasks and schedules for the introduction of improvements and agree them with colleagues</p> <p>1.4 assess the risks associated with each action to effect change</p> <p>1.5 plan how they will evaluate the proposed improvements</p>	<p>Candidates should have an understanding of:</p> <p>The policies and procedures used by their organisation to deliver effective customer service and continuously meet the expectations of customers in different customer service situations.</p> <p>Their organisation's procedures for individual involvement in proposing and delivering improvements to customer service procedures and practices.</p> <p>How to develop objectives, tasks and schedules for introduction of improvements.</p> <p>Assess risks associated with change and plan evaluation methods.</p>

<p>2. manage the implementation of customer service improvements</p>	<p>2.1 inform the people who will be affected by change, win their support and keep them informed of progress</p> <p>2.2 implement their plans for improvements dealing effectively with any difficulties</p> <p>2.3 provide the necessary support to all their colleagues who are involved with changes and improvements</p> <p>2.4 ensure that the planned improvements are implemented on time and within budget</p>	<p>Candidates should have an understanding of:</p> <p>The policies and procedures used by their organisation to deliver effective customer service and continuously meet the expectations of customers in different customer service situations.</p> <p>Their organisation's procedures for individual involvement in proposing and delivering improvements to customer service procedures and practices.</p> <p>How to implement plans for improvements on time and within budget, and deal with any difficulties.</p> <p>How to involve people affected by change and provide necessary support.</p>
<p>3. monitor and evaluate customer service improvements</p>	<p>3.1 monitor and evaluate the impact that the changes are having on the quality of customer service</p> <p>3.2 identify and recommend any further changes that may be necessary to achieve the planned aims and objectives of the improvements</p> <p>3.3 identify any lessons from the change process and note these for future activities</p>	<p>Candidates should have an understanding of:</p> <p>Techniques for monitoring and evaluating the impact of changes on quality of customer service.</p> <p>How to identify and recommend further changes to achieve aims and objectives of planned improvements.</p> <p>How to identify lessons from the change process for future activities.</p>
<p>4. understand how to implement quality improvements to customer service</p>	<p>4.1 explain the importance of careful planning when introducing change</p> <p>4.2 evaluate the types of factors that may help or hinder the process of</p>	<p>Candidates should have an understanding of:</p> <p>Their organisation's procedures for individual involvement in proposing and</p>

	<p>change and how to identify and plan for these</p> <p>4.3 describe how to develop plans that contain realistic objectives, tasks and schedules</p> <p>4.4 explain the importance of having clear lines of responsibility and accountability</p> <p>4.5 explain how to identify and plan for possible contingencies</p> <p>4.6 describe the importance of clear communication when changes are taking place</p> <p>4.7 explain why it is important to win the support of people who will be affected by change</p> <p>4.8 describe how to win over staff who are resistant to change</p> <p>4.9 describe the types of support that staff may need when improvements are being implemented and how to provide such support</p> <p>4.10 explain why it is important to complete change on time and within budget</p>	<p>delivering improvements to customer service procedures and practices.</p> <p>Techniques for monitoring and evaluating factors that may help or hinder the change process.</p> <p>Candidates must be able to explain:</p> <p>The importance of, and how to develop, plans containing realistic objectives, tasks and schedules for change, including plans for possible contingencies.</p> <p>The importance of having clear lines of responsibility.</p> <p>Communication skills needed to clearly communicate with others during change, win the support of people affected by it, especially those who are resistant eg: listening skills, empathy with the feelings of others.</p> <p>The types of support staff may need during implementation of improvements and how to provide these.</p> <p>The importance of completing the changes on time and within budget.</p>
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Assessment

Specified in the Customer Service Assessment Strategy 2010

Evidence requirements

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 include planning for and using the following resources when implementing improvements to customer service:

- time
- human resources
- physical resources
- financial resources.

5. You must provide evidence of communicating with:

- customers
- front - line staff
- colleagues
- supervisors/team leaders
- senior managers
- service partners.

6. Your communication may be face to face, in writing, by telephone, text message, email, internet (including social networking), 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:

- quantitative
- qualitative.

Guidance on assessment and evidence requirements

Please refer to the OCR Customer Service Centre Handbook available from the OCR website: www.ocr.org.uk

National Occupational Standards (NOS) mapping/signposting

This unit maps fully to competences outlined in the Customer Service 2010 (Institute of Customer Service) suite of National Occupational Standards.

Additional information

For further information regarding administration for this qualification, please refer to the OCR document '*Admin Guide: Vocational Qualifications*' (A850) on the OCR website www.ocr.org.uk