OCR
Oxford Cambridge and RSA

Unit Title:	**Promote continuous improvement**
Unit number	D9
Level:	3
Credit value:	7
Guided learning hours:	47

Unit purpose and aim

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

Learning Outcomes	Assessment Criteria	Knowledge, understanding and skills
The Learner will: 1 Plan improvements in customer service based on customer feedback	**The Learner can:** 1.1 Gather feedback from customers that will help to identify opportunities for customer service improvement 1.2 Analyse and interpret feedback to identify opportunities for customer service improvements and propose changes 1.3 Discuss with others the potential effects of any proposed changes for their customers and their organisation 1.4 Negotiate changes in customer service systems and improvements with somebody with sufficient authority to approve trial or full implementation of the change	Candidates must be able to: • Gather feedback from customers that will help identify improvements • Analyse and interpret feedback and propose changes • Discuss the potential effects of proposed changes • Negotiate changes and improvements with relevant personnel

Learning Outcomes	Assessment Criteria	Knowledge, understanding and skills

2 Implement changes in customer service	2.1 Organise the implementation of authorised changes
	
	2.2 Implement the changes following organisational guidelines
	
	2.3 Inform people inside and outside their organisation who need to know of the changes being made and the reasons for them
	
	2.4 Monitor early reactions to changes and make appropriate fine-tuning adjustments
		Candidates must be able to:
		• Plan and organise the implementation of approved changes following organisational guidelines to include:
		  - Informing relevant people
		  - Monitoring the reactions to the changes and making appropriate adjustments

3 Review changes to promote continuous improvement	3.1 Collect and record feedback on the effects of changes 3.2 Analyse and interpret feedback and share their findings on the effects of changes with others 3.3 Summarise the advantages and disadvantages of the changes 3.4 Use their analysis and interpretation of changes to identify opportunities for further improvement 3.5 Present these opportunities to somebody with sufficient authority to make them happen	Candidates must be able to: • Review changes including: • Collecting and recording feedback • Analyse and interpret feedback • Communicate findings to others • Identify the advantages and disadvantages of the changes • Identify opportunities for further improvements • Present suggestions to appropriate personnel for approval

4 Understand how to promote continuous improvement	4.1 Review how service improvements in their area affect the balance between overall customer satisfaction, the costs of providing service and regulatory requirements
	
	4.2 Explain how customer experience is influenced by the way service is delivered
	
	4.3 Explain how to collect, analyse and present customer feedback
	
	4.4 Explain how to make a business case to others to bring about change in the products or services they offer
		Candidates must have a detailed understanding of:
		• How to review service improvements including:
		  - The balance between overall customer satisfaction, costs and regulatory requirements
		  - How the customer experience is influenced by the means of delivery
		  - How to collect, analyse and present customer feedback
		  - How to make a case for change

Assessment

This qualification is internally assessed by centre staff and externally verified by OCR Assessors.

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 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 provide evidence 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 continuous improvement 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.

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