

Unit Title: Manage the achievement of customer satisfaction

OCR unit number	31
Level:	4
Credit value:	5
Guided learning hours:	25
Unit accreditation no:	A/600/9793

Unit purpose and aim

This unit helps learners to understand the importance of monitoring customer service satisfaction levels to manage the achievement of customer satisfaction. 'Practitioner' means anyone with a learning and development responsibility as part of their role.

Learning Outcomes	Assessment Criteria	Exemplification
The Learner will: 1. Be able to understand customer service standards required in own organisation	The Learner can: 1.1 Explain customer service standards within own organisation 1.2 Describe customer service best practice in own sector using research techniques	This may include: <ul style="list-style-type: none">• The customer service standards of own organisation• Appropriate methods of communications to explain the standards in a clear and understandable way• Best practice in own sector using research techniques such as: literature reviews, internet searches, discussions with colleagues in similar organisations, surveys, questionnaires
2 Be able to implement sustainable processes for customer satisfaction	2.1 Define sustainable processes taking into account environmental issues 2.2 Identify sustainable processes to support customer service standards 2.3 Produce a plan for implementation 2.4 State customer service standards with relevant key stakeholders	This may include: <ul style="list-style-type: none">• The sustainable processes which are appropriate to the organisation such as: waste and recycling, paper and purchasing, alternative methods of communication• The sustainable processes which support customer service standards within own area• The content of an implementation plan for customer satisfaction

	2.5 Ensure resources are provided to deliver agreed standards of customer service.	<ul style="list-style-type: none"> • Customer service standards for relevant key stakeholders • The resources required to deliver the standards • How to assign resources to deliver agreed customer service standards including: financial and personnel resources
3 Be able to support colleagues in delivering customer service standards	3.1 Communicate customer service roles and responsibilities with employees in own organisation	<p>This may include:</p> <ul style="list-style-type: none"> • A range of communication methods to clearly and understandably explain the roles and responsibilities of customer service with colleagues in own organisation
4 Be able to manage and develop a culture in own organisation to deliver customer service standards	<p>4.1 Evaluate the culture in own organisation</p> <p>4.2 Identify techniques for improving motivation amongst employees</p> <p>4.3 Describe motivational strategies for improving customer service standards</p>	<p>This may include:</p> <ul style="list-style-type: none"> • A range of techniques to evaluate the culture such as: interviewing employees and customers, reviewing marketing and advertising material, press coverage, strategic objectives, future plans, past achievements, observing work practices • A range of techniques to improve motivation of colleagues such as: financial reward, recognition, coaching, training, career paths, job titles, leadership roles, additional responsibility • The motivational strategies which will improve customer service standards in own organisation such as: positive reinforcement, effective discipline, fair treatment of individuals, setting work related goals, restructuring job roles, rewarding performance

<p>5 Be able to monitor customer service levels for continuous improvement.</p>	<p>5.1 Describe methods of measuring customer satisfaction</p> <p>5.2 Develop processes for monitoring customer satisfaction, including customer feedback mechanisms</p> <p>5.3 Review employee performance to ensure customer service standards and organisational values are met</p> <p>5.4 Analyse and monitor customer service</p>	<p>This may include:</p> <ul style="list-style-type: none"> • Methods of customer satisfaction such as: Periodic contract reviews, market research, telephone interviews; personal visits, warranty records, informal discussions, satisfaction Surveys • Appropriate monitoring processes for customer service in own organisation including: defining objectives for feedback questionnaires, questionnaire forms, methods administering survey, timing and content of period contract reviews, informal discussions • Individual employee performance against the set goals or standard for customer service • The outcomes to identify the customer service provided in own organisation
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Assessment

This unit is centre assessed and externally verified.

Evidence requirements

These must be valid, authentic and sufficient evidence for all the assessment criteria. However, one piece of evidence may be used to meet the requirements of more than one learning outcome or assessment criterion.

In order to achieve this unit you must demonstrate that you have met all of the stated learning outcomes and assessment criteria. Your assessor must be able to observe you in the workplace or you must provide tangible evidence of your real work activities. Simulation is not allowed for this unit.

Guidance on assessment and evidence requirements

Candidates are encouraged to use evidence, where appropriate across a number of units to reduce repetition. Where ever possible, the evidence should occur naturally within the role of the individual and can include

Reports created for the organisation,

- Customer service standards
- Research into best practice
- Sustainable processes
- Implementation plan
- Motivational techniques to be applied
- Report on evaluation and monitoring reports

In addition, evidence can be sought in a number of ways, when it is not available through normal work or where ephemeral evidence such as that of behaviour is required, these methods may include:

- Witness testimonies from colleagues, managers and subordinates
- Observations of tasks and interactions with others
- Case studies where the candidate explains and reflects upon specific events which demonstrate competence, where current evidence is not available.
- Professional discussions where the candidate explains the rationale for a particular approach to the assessor.

This is a level four unit and thus the candidate must demonstrate complex skills and knowledge, often covering more than one element of the assessment criteria. The ability to recognise and develop competence across these criteria is to be encouraged but it does mean that reports, whilst aiming for succinctness and clarity of thought will need to be of sufficient depth and breadth to meet the level four standard. Minutes of meetings must demonstrate that the candidate's contribution is significant and contributes to the meeting of assessment criteria and be easily identifiable within the document.

Digital evidence such as recordings of meetings, photographs, scanned documents are also permitted.

National Occupational Standards (NOS) mapping/signposting

MSC F11 Manage the achievement of customer satisfaction

Resources

Stationery, USB drive or a CD-rom.

Access to photocopier, PC and printer is desirable but not essential.

Access to sources of under-pinning knowledge such as websites, books, journals, etc, might be of help, but you are not expected to reproduce other people's written work.

- GOLD, J. THORPE, R. and MUMFORD, A. (April, 2010) *Leadership and Management Development*. ISBN: 1843982447
- <http://www.dalecarnegie.com/kc/>
- <http://www.What-are-good-leadershipskills.com> (2010)
- MacBeath, J. (ed) (2008) *Connecting Leadership and Learning: Principles for Practice*
- Northouse G., (2009) *Leadership: Theory and Practice [Paperback]*
- <http://www.businesslink.gov.uk>
- <http://www.smallbusiness.co.uk>
- Johnson, C. and Keddy, J (2010) *Managing Conflict at Work: Understanding and Resolving Conflict for Productive Working Relationships* **ISBN-10:** 0749459522
- Eckerson, W (2010) *Performance Dashboards: Measuring, Monitoring, and Managing Your Business, 2nd Ed* **ISBN-10:** 0470589833
- Cook, S (2010) *Customer Care Excellence: How to Create an Effective Customer Focus (6th Ed)* **ISBN-10:** 0749457058
- Tomas, S (2009) *Lean Tools and Techniques for Customer Satisfaction and Competitive Advantage (Resource Management)* **ISBN-10:** 0849350255

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.