

Unit Title:	Lead a team to improve customer service
Unit number	D11
Level:	3
Credit value:	7
Guided learning hours:	47

Unit purpose and aim

If the learner is responsible for leading a team delivering customer service, they need to plan and organise the team's work and support team members as they develop their performance. This Unit is about looking at both the learner's organisation and their staffing resources and bringing these together in a constructive way to improve overall customer service. The learner will need to give support and guidance to their team to encourage them to improve their customer service delivery. It is about having a passion for customer service and sharing this enthusiasm with their colleagues and staff team. It is about leading by example.

Learning Outcomes	Assessment Criteria	Knowledge, understanding and skills
<p>The Learner will:</p> <p>1 Plan and organise the work of a team</p>	<p>The Learner can:</p> <p>1.1 Treat team members with respect at all times</p> <p>1.2 Agree with team members their role in delivering effective customer service</p> <p>1.3 Involve team members in planning and organising their customer service work</p> <p>1.4 Allocate work which takes full account of team members' customer service skills and the objectives of the organisation</p> <p>1.5 Motivate team members to work together to raise their customer service performance</p>	<p>Candidates must be able to:</p> <ul style="list-style-type: none"> · Work as part of a team including: <ul style="list-style-type: none"> - Agreeing roles and responsibilities - Involving the team in the planning and organising - Allocating tasks accordingly to capability - Motivating team members
<p>2 Provide support for team members</p>	<p>2.1 Check that team members understand what they have to do to improve their work with customers and why that is important</p> <p>2.2 Check with team members</p>	<p>Candidates must be able to support team members by:</p> <ul style="list-style-type: none"> · Checking their understanding of roles, responsibilities and allocated tasks · Encouraging them to

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	<p>what support they feel they may need throughout this process</p> <p>2.3 Provide team members with support and direction when they need help</p> <p>2.4 Encourage team members to work together to improve customer service</p>	<p>identify when support is needed</p> <ul style="list-style-type: none"> · Providing support to include co-operative working
<p>3 Review performance of team members</p>	<p>3.1 Provide sensitive feedback to team members about their customer service performance</p> <p>3.2 Encourage team members to discuss their customer service performance</p> <p>3.3 Discuss sensitively with team members action they need to take to continue to improve their customer service performance</p>	<p>Candidates must be able to conduct reviews with individual team members including:</p> <ul style="list-style-type: none"> · Providing feedback including that which may be sensitive · Discussing ways to improve performance · Encourage team members to discuss their performance
<p>4 Understand how to lead a team to improve customer service</p>	<p>4.1 Describe the roles and responsibilities of their team members and where the team members fit in the overall structure of the organisation</p> <p>4.2 Explain how team and individual performance can affect the achievement of organisational objectives</p> <p>4.3 Explain the implications of failure to improve customer service for their team members and their organisation</p> <p>4.4 Describe how to plan work activities</p> <p>4.5 Explain how to present plans to others to gain understanding and commitment</p> <p>4.6 Explain how to facilitate meetings to encourage frank and open discussion</p> <p>4.7 Explain how to involve and motivate staff to encourage teamwork</p> <p>4.8 Describe how to recognise and deal sensitively with issues of underperformance</p>	<p>Candidates must have a detailed understanding of:</p> <ul style="list-style-type: none"> · The roles and responsibilities of their team members and their positions within the organisation · How the performance of teams and individuals can affect organisational objectives · How to plan work activities and present their plans to gain commitment from others · How to facilitate meetings and encourage open discussions · How to deal with poor performance and encourage team work

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 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 time
 - b human resources
 - c physical resources
 - d financial 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 provide evidence 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.
8. The feedback you provide to team members may be:
 - a formal or informal
 - b verbal or in writing.

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