

## CFAMLF17

# Manage the delivery of customer service in your area of responsibility



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### Overview

This unit is about managing the delivery of customer service in the manager's area of responsibility. The term 'customer' includes external customers and internal customers in other parts of the organisation.

The unit is recommended particularly for first line managers who are required to manage the delivery of customer service as part of a broader management role. It is not aimed at specialist customer service managers, who should refer to the Customer Service National Occupational Standards.

This unit is linked to units:

- F10 Develop a customer- focused organisation
- F11 Manage the achievement of customer satisfaction in the overall suite of National Occupational Standards for Management and Leadership. There is also a suite of Customer Service National Occupational Standards which is aimed at those in customer service roles or whose roles have a significant customer service component. Of particular relevance are units 25 Organise the delivery of reliable customer service and 32 Monitor and solve customer service problems.

You can obtain further information from CFA Business Skills @ Work at [www.cfa.uk.com](http://www.cfa.uk.com)

If your organisation is a small firm, you should look at units:

- WB11 Decide how you will treat your business customers
- WB12 Deliver a good service to your customers developed by the Small Firms Enterprise and Development Initiative specifically for small firms and which **may** be more suitable to your needs.

You can obtain information on these units from [www.sfedl.co.uk](http://www.sfedl.co.uk)

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### Performance criteria

- You must be able to:*
- P1 establish clear and measurable standards of customer service, taking into account customers' expectations, your organisation's resources and any legal or regulatory requirements
  - P2 organise staffing and other resources to meet customer service standards, taking account of varying levels of demand and likely contingencies
  - P3 ensure customer service staff are competent to carry out their duties, and provide them with any necessary support
  - P4 ensure staff understand the standards of customer service they are expected to deliver and the extent of their autonomy in responding to customers' requests and problems
  - P5 take responsibility for dealing with customers' requests and problems referred to you, seeking advice from specialists and/or more senior managers, where necessary
  - P6 ensure customers are kept informed about the actions you are taking to deal with their requests or problems
  - P7 encourage staff and customers to provide feedback on their perceptions of the standards of customer service
  - P8 continuously monitor the standards of customer service delivered, customers' requests and problems and feedback from staff and customers
  - P9 analyse customer service data to identify the causes of problems and opportunities for improving customer service
  - P10 make or recommend changes to processes, systems and/or standards in order to improve customer service

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### Knowledge and understanding

*You need to know and understand:*

#### **General knowledge and understanding**

- K1 how to establish clear and measurable standards of customer service, taking into account customers' expectations and your organisation's resources
- K2 how to organise staffing and other resources to meet customer service standards, and the importance of taking account of varying levels of demand and likely contingencies
- K3 how to identify likely contingencies when organising staffing and other resources
- K4 how to identify sustainable resources and ensure their effective use when organising the delivery of customer service
- K5 the importance of ensuring customer service staff are competent to carry out their duties, and providing them with any necessary support, and how to do so
- K6 the importance of ensuring staff understand the standards of customer service they are expected to deliver and the extent of their autonomy in responding to customers' requests and problems
- K7 the importance of taking responsibility for dealing with customers' requests and problems referred to you, seeking advice from specialists and/or more senior managers, where necessary
- K8 the importance of keeping customers informed about the actions you are taking to deal with their requests or problems
- K9 how to identify and manage potential issues before they escalate into problems
- K10 how to deal with customers' requests and/or problems
- K11 the importance of encouraging staff and customers to provide feedback on their perceptions of the standards of customer service
- K12 how to monitor the standards of customer service delivered, customers' requests and problems and feedback from staff and customers, and the importance of doing so continuously
- K13 the types of customer service data available and how to analyse such data to identify the causes of problems and opportunities for improving customer service
- K14 types of problems and opportunities for improving customer service
- K15 the importance of making or recommending changes to processes, systems and/or standards in order to improve customer service, and how to do so

*You need to know and understand:*

#### **Industry/sector specific knowledge and understanding**

- K16 industry/sector requirements for the delivery of customer service

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*You need to know and understand:*

### **Context specific knowledge and understanding**

- K17 your organisation's customers and their expectations of customer service
- K18 your organisation's complaints policy and procedures
- K19 your organisation's available resources
- K20 your organisation's staffing in relation to delivering customer service
- K21 sources of advice, guidance and support from customer service specialists and/or more senior managers

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### Additional Information

#### Behaviours

1. You respond quickly to crises and problems with a proposed course of action.
2. You make time available to support others.
3. You demonstrate a clear understanding of different customers and their real and perceived needs.
4. You give people opportunities to provide feedback and you respond appropriately.
5. You empower staff to solve customer problems within clear limits of authority.
6. You take personal responsibility for resolving customer problems referred to you by other staff.
7. You recognise recurring problems and promote changes to structures, systems and processes to resolve these.
8. You prioritise objectives and plan work to make the best use of time and resources.
9. You keep promises and honour commitments.
10. You take timely decisions that are realistic for the situation.

#### Skills

Listed below are the main generic 'skills' that need to be applied in managing the delivery of customer service in your area of responsibility. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

Acting assertively  
Analysing  
Communicating  
Information management  
Managing conflict  
Monitoring  
Obtaining feedback  
Planning  
Problem-solving  
Researching  
Reviewing  
Team-building  
Thinking with a focus on customers  
Valuing and supporting others

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**Relevant occupations** Managers and Senior Officials; Business management

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**Suite** Management and Leadership National Occupational Standards 2008

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