
Overview

This standard is about managing the delivery of customer service.

This standard is relevant to managers and leaders who are required to manage the delivery of customer service as part of a broader management role.

This standard links to the other standards in key are *FD Manage customer service*.

**Performance
criteria**

- You must be able to:*
- P1 Engage people within your organisation and other key stakeholders in managing customer service.
 - P2 Establish clear and measurable standards of customer service, taking into account customers' expectations, your organisation's resources and any legal or regulatory requirements.
 - P3 Organise people and other resources to meet customer service standards, taking account of varying levels of demand and likely contingencies.
 - P4 Ensure people delivering customer service are competent to carry out their duties, and provide them with any necessary training, support and supervision.
 - P5 Ensure people understand the standards of customer service they are expected to deliver and the extent of their autonomy in responding to customers' requests and problems.
 - P6 Take responsibility for dealing with customers' requests and problems referred to you, seeking advice from specialists and/or more senior managers, where necessary.
 - P7 Ensure customers are kept informed about the actions you are taking to deal with their requests or problems.
 - P8 Encourage staff and customers to provide feedback on their perceptions of the standards of customer service.
 - P9 Continuously monitor the standards of customer service delivered, customers' requests and problems and feedback from staff and customers.
 - P10 Analyse customer service data to identify the causes of problems and opportunities for improving customer service.
 - P11 Make or recommend changes to processes, systems or standards in order to improve customer service.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage people within your organisation and other stakeholders in managing customer service.
- K2 How to establish clear and measurable standards of customer service, taking into account customers' expectations and your organisation's resources.
- K3 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.
- K4 How to identify likely contingencies when organising staffing and other resources.
- K5 How to identify sustainable resources and ensure their effective use when organising the delivery of customer service.
- K6 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.
- K7 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.
- K8 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.
- K9 The importance of keeping customers informed about the actions you are taking to deal with their requests or problems.
- K10 How to identify and manage potential issues before they develop into problems.
- K11 How to deal with customers' requests and/or problems.
- K12 The importance of encouraging staff and customers to provide feedback on their perceptions of the standards of customer service.
- K13 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.
- K14 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.

K15 Types of problems and opportunities for improving customer service.

K16 The importance of making or recommending changes to processes, systems and/or standards in order to improve customer service, and how to do so.

Industry/sector specific knowledge and understanding

You need to know and understand:

K17 Industry/sector requirements for the delivery of customer service.

Context specific knowledge and understanding

You need to know and understand:

K18 Individuals within your area of work, their roles, responsibilities, competences and potential.

K19 Your organisation's key stakeholders and their interests.

K20 Your organisation's customers and their expectations of customer service.

K21 Your organisation's complaints policy and procedures.

K22 Your organisation's available resources.

K23 Your organisation's staffing in relation to delivering customer service.

K24 Sources of advice, guidance and support from customer service specialists or more senior managers.

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Respond promptly to crises and problems with a proposed course of action
- 2 Seek opportunities to improve performance
- 3 Encourage others to take decisions autonomously, when appropriate
- 4 Demonstrate a clear understanding of different customers and their real and perceived needs
- 5 Empower staff to solve customer problems within clear limits of authority
- 6 Take personal responsibility for resolving customer problems referred to you by other staff
- 7 Recognise recurring problems and promote changes to structures, systems and processes to resolve these
- 8 Encourage and welcome feedback from others and use this feedback constructively
- 9 Prioritise objectives and plan work to make the effective use of time and resources
- 10 Take personal responsibility for making things happen
- 11 Clearly agree what is expected of others and hold them to account
- 12 Honour your commitments to others
- 13 Identify the implications or consequences of a situation
- 14 Take timely decisions that are realistic for the situation

Skills

When performing to this standard, you are likely to demonstrate the following skills:

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

CFAM&LFD3

Manage customer service

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