



**Australian Government**

# **SITXCCS501 Manage quality customer service**

**Release 1**

## SITXCCS501 Manage quality customer service

### Modification History

The version details of this endorsed unit of competency set are in the table below. The latest information is at the top.

Version	Comments
1.0	N Replaces but is not equivalent to SITXCCS003A Manage quality customer service. Re-worked Elements, Performance Criteria, Required Skills and Knowledge to more fully articulate content. Additional Performance Criteria and Required knowledge.

### Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to develop, monitor and adjust customer service practices. It requires the ability to consult with colleagues and customers, develop policies and procedures for quality service provision and manage the delivery of customer service.

### Application of the Unit

This unit applies to all tourism, travel, hospitality and event sectors and to any small, medium or large organisation.

It applies to senior managers who operate independently, have responsibility for others and are responsible for making a range of operational and strategic decisions.

### Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

### Pre-Requisites

Not applicable.

### Employability Skills Information

This unit contains employability skills.

## Elements and Performance Criteria Pre-Content

### Elements and Performance Criteria

Elements describe the essential outcomes of a unit of competency. Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.

- |  |   |
|--|---|
| 1. Develop quality customer service practices. | <ul style="list-style-type: none"> <li>1.1 Obtain information on <i>customer</i> needs, expectations and satisfaction levels using both <i>formal and informal research</i>.</li> <li>1.2 Provide opportunities for customers and colleagues to provide feedback on products and services.</li> <li>1.3 Review <i>changes in internal and external environments</i> and integrate findings into planning for quality service.</li> <li>1.4 Provide opportunities for staff to participate in the development of customer service practices.</li> <li>1.5 Develop <i>policies and procedures</i> for quality service provision.</li> </ul> |
| 2. Manage the delivery of quality service.     | <ul style="list-style-type: none"> <li>2.1 Communicate policies, procedures and expectations to colleagues.</li> <li>2.2 Make policies readily available to customers.</li> <li>2.3 Monitor <i>customer service</i> in the workplace to ensure standards are met.</li> <li>2.4 Initiate internal or external staff training to enhance customer service.</li> <li>2.5 Take responsibility for service outcomes and dispute resolution.</li> <li>2.6 Act as a positive role model for professional standards expected of service industry personnel.</li> </ul>  |
| 3. Monitor and adjust customer service.        | <ul style="list-style-type: none"> <li>3.1 Seek ongoing <i>feedback</i> from staff and customers and use it to improve performance.</li> <li>3.2 Identify systematic customer service problems and adjust policies and procedures to improve service quality.</li> <li>3.3 <i>Assess</i> the effectiveness of customer service practices.</li> <li>3.4 Identify and evaluate systematic customer service problems.</li> <li>3.5 Adjust policies and procedures to improve service quality.</li> <li>3.6 Develop, document and communicate new approaches to all those involved in service delivery.</li> </ul>                            |

## Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

### Required skills

- communication skills to:
  - discuss customer service needs with staff and customers
  - explain organisational policies and procedures for quality service provision
  - discuss systemic customer service problems
- critical thinking skills to:
  - allow for a rational and logical evaluation of the characteristics and needs of the organisation in order to design tailored customer service practices
  - monitor, evaluate and review practices
- initiative and enterprise skills to instigate research on customer service requirements
- literacy skills to:
  - read and interpret customer service surveys and unfamiliar complex documents on current industry trends and changes that affect service delivery
  - research customer service requirements
  - write comprehensive yet easily accessible policies and procedures that provide service expectations
- numeracy skills to calculate and interpret customer satisfaction statistics
- planning and organising skills to plan for, establish and regularly monitor all components of the customer service system
- problem-solving skills to identify systematic customer service problems and adjust policies and procedures to improve service quality
- self-management skills to take responsibility for customer service outcomes
- teamwork skills to involve staff in the development of customer service practices and actively seek their ongoing feedback.

### Required knowledge

- principles of quality customer service
- for the specific industry sector:
  - professional service standards expected of service industry personnel
  - attitudes and attributes expected by the service industries to work with customers
- roles and responsibilities of management, supervisors and operational personnel for quality service provision
- sources of information on current service trends and changes that affect service delivery
- methods of implementing quality service provision, including:
  - developing, implementing and monitoring customer service policies and procedures
  - staff involvement in the development of customer service practices
  - evaluating staff and customer feedback
- methods of monitoring, measuring and evaluating:

- customer satisfaction
- business performance
- industry schemes aimed at improving customer service including accreditation schemes and codes of conduct
- objectives, components and comprehensive details of consumer protection laws that relate to customer service. These would include the business' responsibility for:
  - nominating and charging cancellation fees
  - providing information on potential price increases
  - providing refunds
  - supplying products as described or substituting suitable products when unable
- a range of formats for and inclusions of policies and procedures.

## Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

### Overview of assessment

#### Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the ability to:

- develop, evaluate and review practices for quality service provision
- manage the delivery of customer service and monitor the effectiveness of service practices over a period of time
- develop comprehensive policies and procedures for quality service provision
- integrate knowledge of the principles of quality customer service and consumer protection laws.

#### Context of and specific resources for assessment

Assessment must ensure use of:

- a real or simulated tourism, hospitality or event industry business operation for which tailored customer service practices are required
- current plain English regulatory documents distributed by the government consumer protection regulators
- codes of practice and standards issued by industry groups
- team members with whom the individual can interact as leader.

#### Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- evaluation of a portfolio, prepared by the individual, incorporating documents used for the management of customer service:
  - summary of research into industry service trends
  - evaluation of the characteristics and needs of the organisation
  - policies
  - procedures
  - customer surveys
  - evaluation of systematic customer service issues and recommendations for change of service practices
- direct observation, using role plays, of the individual

consulting with and briefing key staff members on customer service practices

- use of case studies and problem-solving exercises so the individual can identify systemic customer service failures and suggest methods to resolve these
- written or oral questioning to assess knowledge of:
  - customer service principles
  - consumer protection laws
- review of portfolios of evidence and third-party workplace reports of on-the-job performance by the individual.

### **Guidance information for assessment**

The assessor should design integrated assessment activities to holistically assess this unit with other units relevant to the industry sector, workplace and job role, for example:

- BSBMGT515A Manage operational plan
- BSBPMG501A Manage projects
- BSBWRT401A Write complex documents
- SITXMGT401 Monitor work operations.

## Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

*Customer* may be:

- committees
- external:
  - business to business
  - corporate
  - e-business
  - government
  - online
  - the media
  - retail
- internal:
  - colleagues
  - managers
  - members of a team
  - staff from other departments
  - staff from other branches or locations
  - supervisors
- new or regular
- visitors.

*Formal and informal research* on customer needs may involve:

- analysis of:
  - competitive environment
  - industry service trends
  - customer service surveys
- customer focus groups
- qualitative or quantitative research
- seeking feedback from service delivery colleagues
- talking to customers.

*Changes in internal and external environments* affecting quality service planning may include:

- changes in the competitive environment
- economic climate
- introduction of new technologies
- introduction of new equipment
- management changes
- organisational restructures
- recruitment practices



***Policies and procedures*** may relate to:

- technological changes affecting service delivery
- trends in customer service preferences.
- acknowledging and greeting customers
- complaint and dispute management
- empowerment of different levels of personnel to resolve:
  - complaints
  - disputes
  - service issues
  - customer compensation
- loyalty programs
- presentation standards for:
  - customer environment
  - customer service personnel
  - documents and promotional materials
- pricing guarantees
- product quality
- refunds and cancellation fees
- response times
- service guarantees
- staff training for:
  - customer service
  - complaint handling
  - technical skills to ensure quality provision of products and services.

***Customer service*** may be provided in various modes, including:

- by telephone
- email or written communication
- face-to-face
- online.

***Feedback*** may involve:

- customer service discussions with employees during the course of each business day
- discussions with customers
- formal customer interviews
- regular staff meetings that involve service discussions
- seeking staff suggestions for content of customer service policies and procedures
- surveys:
  - internal customers
  - external customers

*Assess* the effectiveness of service practices may involve:

- staff
- improvements suggested by:
  - customers involved in complaints or disputes
  - suppliers
  - peers
  - staff
  - supervisors
  - managers.
- monitoring the ongoing effectiveness of:
  - staff in meeting customer service standards
  - policies and procedures in explaining practices
- reviewing numbers and nature of:
  - complaints
  - disputes
  - response of customers
- survey statistics.

## **Unit Sector(s)**

Cross-Sector

## **Competency Field**

Client and Customer Service